

SUMMA ASSOCIATES
Child & Elder Care that Works

CHILD CARE FEASIBILITY STUDY

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CHILD CARE FEASIBILITY REPORT
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Child Care Feasibility Summary Maricopa County

EXECUTIVE SUMMARY

An overwhelming majority of survey respondents stated they were “likely” and “very likely” to enroll their children in a Maricopa County near-site child care center. Similarly, in all focus group sessions, the idea of an near-site, licensed, child care center conveniently located, competitively priced and available during hours of need received unanimous support, with most parents embracing the idea and wanting to enroll their children immediately. Survey respondents have combined responsibility for 1,721 children age 12 and under, with 816 of them age five or younger. Extrapolating these results, Maricopa County employees may have responsibility for as many as 4,080 children five and under. This is the primary group of employees that would potentially use a near-site child care center. **These staggering figures confirm the want and need for Maricopa County to establish near-site child care centers.**

Consistent with any large capital investment, further information should be analyzed to ensure that Maricopa County has a clear understanding of the needs of its employees before proceeding with the construction and startup of three separate child care facilities. In order to further validate the actual demand and projected cost of such facilities, Summa recommends that further analysis, complimented by County population information of the locations considering a near-site center (Durango, Downtown and the Hospital campus), be seriously considered. Such detailed reports, broken down by each of these three sites, will provide information critical to the long-term financial success of the proposed child care centers. For example, from the information gathered from this study, there is indications that employees’ requirements for availability of child care services vary among the three County campuses. Summa’s research team also believes that the average cost of affordable care may vary among employees from campus to campus. These factors, availability and cost, are two of many that are paramount to the successful development of an on-site child care center. **A further study, breaking down all the information compiled, into three separate detailed reports by campus, will provide Maricopa County with more accurate knowledge about the demand for child care and the budget tools needed to proceed with successful planning and development of one or several on-site child care centers.**

In order to understand the extent to which child care needs and concerns affected employees while at work and how such activity may be impacting the bottom line, employee productivity information was gathered. Of the parents surveyed, 40 percent have considered quitting their job at one time or another due to their child care problems and responsibilities and 60 percent report feeling stressed at work due to their child care issues. This survey also illustrates the idea that the child care problems of employees are not isolated to just the employee. **In fact, a majority of**

survey participants, 55 percent, reported their work often or sometimes suffers because of the child care responsibilities of a co-worker.

Although concerns of elder care issues were not the prominent focus of the study, a surprising number of respondents reported elder or dependent adult care issues impact their work/family balance. Fifteen percent of survey respondents reported having elder/adult care dependent responsibilities and 26 percent of the workforce expects to gain responsibility within the next five years. Over half of these respondents reported spending an average of \$227 monthly on elder care for their dependent(s). And, almost half of the 15 percent with elder care responsibilities reported feeling frequent stress, and in some cases constant stress, associated with these dependent care responsibilities. Elder/adult care responsibilities among Maricopa County employees will continue to grow mimicking the countrywide trend as people continue to live longer lives and the aging US population precedes its exponential growth. Elder/adult dependent care is a work/life issue currently affecting employees. Maricopa County may want to address the elder/adult care issue within the next couple of years in order to further benefit employees and reduce absenteeism and productivity loss stemming from problems related to elder/adult dependent care.

Of all the respondents, those with elder/adult and child dependent care responsibilities and those without, Maricopa County received a survey return of 21 percent. Consistent with research industry standards, 21 percent, or 2,755 of 13,000 employees, is considered an adequate response that allows assumptions to be made about all employees that can produce accurate estimates when combined with known population data. The focus groups conducted further supplemented the survey results collected with a volunteer sample of concerned parents and prospective parents. Due to the response of surveys submitted, the large number of extensive survey comments, and the successful participation in the focus groups, Summa's research team is confident that all findings and suggestions in this report are sufficient for making assumptions about the entire Maricopa County workforce.

SCOPE OF WORK

In early March 2001, Maricopa County requested a proposal for child care feasibility consulting work from Summa Associates. As proposed, Summa's work would be divided into three phases. This approach would take Maricopa County from the study/feasibility focus through the actual development of possibly three near-site child care centers. The following overview will describe the services proposed for Phase II, which is the project reported on in this document. Phases I and III are defined in Appendix A. It is of interest to note that Phase II deals with reporting on the County as a whole, and Phase III will break out the information according to the three sites targeted for child care centers. Phase III will determine the feasibility of each specific site and a three year budget proforma will be developed for each site that is recommended to have a center program.

PHASE II: MARICOPA COUNTY AS A WHOLE

DETERMINATION OF GOALS AND OBJECTIVES

Determining the specific goals and objectives is critical to the design of the needs assessment. To begin the project, Karen Woodford, President, Summa Associates met with Neil Urban, Project Manager, Facilities Planning Division, and representatives from various County departments who made up the Child Care Advisory Committee (CCAC). The purpose of the meeting was to determine project goals and clarify questions about the needs assessment process. Together with the group, Summa planned for focus groups and the distribution and collection of the employee survey. Neil assigned various co-workers to schedule the focus groups and Sue Wybraniec worked with Neil to distribute the survey to all departments. Neil and Sue met with Karen Woodford and researcher, Cindy Winkelman, to discuss and approve the final survey document. Meeting agendas of the committee meetings are included as Appendix B.

STUDY AWARENESS CAMPAIGN

Informing the population in question about the intentions of a study encourages participation. Awareness campaigns are used to encourage participation in focus groups *and* surveys. The planning for notifications were done with the County and carried out by the County. Samples of pre-survey advertising materials are included as Appendix C.

FOCUS GROUPS

Focus groups have an advantage over surveys in that the facilitator has an opportunity to ask questions related to certain topics as they arise in conversation. The facilitator can also probe for more detail and effectively guide the conversation in a way that maximizes the specific information being sought. Focus groups serve as an effective means of gathering useful information, which is helpful as a supplement to the survey document.

Summa worked with the CCAC to develop appropriate questions for parent focus groups and to plan for groups at the various locations. Summa then conducted nine employee focus groups to clarify interest in near-site child care, as well as such issues as necessary hours of service. Focus groups were held at the hospital, downtown, and at the Durango site. Each site hosted three separate meetings. Based on input from CCAC, one focus group consisted of only prospective parents. Parents from all shifts were represented in the focus groups. The focus group discussion guides are included as Appendix D. On May 10, a preliminary focus group report was given to the committee in draft form.

EMPLOYEE SURVEY

A survey is the most statistically valid and cost effective way to gather information from a large group of people. Summa provided Maricopa County with a survey document and worked through changes with the CCAC. The document contained three major sections: basic demographics (which included questions about child care impact), child care (for parents or future parents only), and elder care (for those who care for an adult).

Maricopa County and Summa agreed to a project timeline. This survey was distributed to all Maricopa County employees either through the County's electronic EBC email system or as a paper survey. In order to protect confidentiality, the electronic surveys were returned to Summa's office for tabulation. For paper surveys, Maricopa County collected the forms on-site and sent them to Summa. The timeline was extended to give employees more time to respond.

An outstanding benefit of the survey is its categorized format. With this type of data, Summa has the ability to interpret the information to answer questions beyond those specifically asked. For example, if a participant indicates their marital status in one section and their children in another, the researcher can determine how many of the participants are single parents, which was done for Maricopa County. The following is a partial list of information, which was included in the survey:

Demographics

- Gender
- Age of Participants
- Adults in Household
- Annual Income
- Zip Codes
- Job Classifications
- Shift Schedules
- Location of work site
- Impact of child care issues on co-workers
- Responsiveness of supervisors

Child Care

- Responsible for children now or in future
- Ages of children
- Current arrangements
- Current cost of care
- Biggest problems with child care
- Impact on work (several questions)
- Stress level
- Rating of helpful services
- Interest in using a County child care center

Elder Care

- Number of employees affected
- Potential future concerns
- Impact on work
- Stress level
- Rating of useful services

Summa tabulated the survey results and developed charts and graphs to illustrate all findings. Additionally, Summa analyzed elder care issues and made suggestions for possible programs related to that concern. Where possible, Maricopa County is receiving a cost estimate for any specific program suggested.

The employee survey is included in Appendix E. All survey comments from employees are included in Appendix F. It should be noted that there was a record number of comments from this survey! The researchers feel that the electronic access encouraged more lengthy comments from employees.

FOCUS GROUP REPORT

OBJECTIVE

The objective of the focus groups was to offer employees with child care needs and responsibilities the opportunity to openly discuss their child care issues and if and/or how these issues impact their careers with Maricopa County. The focus groups were specifically designed to supplement the information gathered through the County-wide survey by identifying and elaborating on specific needs, problems and issues related to child care. The topics discussed included:

1. The type of child care employees currently use.
2. Any difficulties they currently experience with child care arrangements.
3. What they like about their current child care arrangements.
4. If and how child care difficulties affect employees' work/life and the options they consider when child care emergencies arise.
5. If child care difficulties have affected their job growth or advancement.
6. If Maricopa County were to build an on-site or near-site child care center, if and when employees would use it for their children.
7. What they would expect from such a center.
8. What employees consider to be an affordable and fair price for a child care center.
9. How an on-site or near-site center would affect an employee's work/life.

METHODOLOGY

Nine focus groups were held with parents of children under 12 years old and prospective parents from three areas of the County: Durango, Downtown and the Hospital.

- Two groups were held on May 2, 2001 at the County hospital campus.
- Three groups were held on May 3, 2001 at the Durango campus.
- Three groups were held on May 4, 2001 at the downtown campus.
- One group was held on June 1, 2001 at the County hospital campus.

All focus group participants were voluntary and represented a sampling from many different shifts and job classifications. County employees were notified of the opportunity to participate and were organized to form focus groups by the Facilities Management office. Each session lasted approximately two hours. The sessions were tape-recorded to accurately document comments and compile general findings. The participants were informed of the tape recording prior to the start of each session. They were assured that all conversations were completely confidential and made to feel as comfortable as possible in order to solicit honest answers and comments. Karen Woodford and Patty Briggs, both principals of Summa Associates and skilled

moderators, led the focus groups and guided the discussion topics in a semi-structured format as shown in Appendix D.

GENERAL FINDINGS

The recorded focus group discussions were analyzed and summarized to identify general trends, concerns, problems and expectations of Maricopa County employee parents. These summarized discoveries are printed below. These represent a compilation of the comments made in each focus group session. A representative selection of specific comments made by individual participants is published in the following section titled *Focus Group Overview of Comments*.

BALANCING WORK AND FAMILY

- Attendees unanimously felt that an on-site child care center would be a tremendous advantage to both employees and Maricopa County. While employees showed great enthusiasm for the on-site center, they were clear that the quality of staff and the environment is paramount to its success as a benefit to all employees. Additionally, the availability of the center is critical to meet the needs of employees.
- Parents complained about the lack of quality in public child care centers. They reported that the staff is typically untrained with no credentials and educational programs are missing.
- Lower paid employees had enormous issues with affordability and trust. Night shift and swing shift employees also felt the strain of trying to find a safe place to leave their sleeping children. In most cases, they felt they have no choice but to use relatives and friends. The child care arrangements they make break down frequently and relationships are often strained with their caregivers.
- Numerous participants reported driving as much as 50 miles out of their way, to both pick up and drop off their children for child care. In some cases, drive times added three hours to their workday.
- Many employees experience tremendous anxiety regarding their shift schedules. Being called in, having to stay late for an emergency or having to work a rotating schedule can cause them to scramble to find anyone that will take care of their child. They often rely on friends, relatives, and neighbors and, in some cases, are forced to leave their children at home alone until a spouse or relative gets off of work. These situations can also cost the employee extra money for child care. (Some centers charge as much as \$5.00 a minute for every minute one is late retrieving their child.)
- Many employees experience extreme stress and anxiety in trying to balance their jobs and their families. Most feel that their families receive less attention than they deserve. Employees complained that when they did treat their families with ample attention, their jobs and careers suffered. **The lack of time for family and inability to respond to their children's requests for attention are the causes of major stress in almost all the participants' lives.**

- Dealing with co-worker resentment is a problem for parent employees.
- Focus group participants complained about the difficulty of finding child care arrangements to cover their extended, swing and graveyard shifts. Most child care centers close by 6:00 PM making it difficult for normal day shift employees to arrive on time even if they leave right at 5:00. Extended shift, swing shift and night shift employees reported using two and sometimes three different arrangements to cover child care arrangements for just one shift.
- Many parents complained that with their work shifts, they only require child care for two or three days a week but they are forced to pay for an entire week to reserve their child's slot in a child care center.
- Guilt was a common theme for parents; many felt horrible that their caregivers spend more time with their children than they do.
- Employees felt torn between wanting to do their best at work while still providing the best for their families.
- Some employees stated they purposely worked an opposite shift from their spouse so that a parent could always care for their children. In most cases, this situation causes major stress for the entire family, which affects the employee, both at home and on the job.
- Parents felt torn between wanting to put their children in the highest quality child care programs and not being able to afford the expense.
- Most participants stated frustration with the lack of time they have for themselves and their families.
- Most employees complained of enduring constant stress. Even when their workday is through, they return home to divide their time between cooking, cleaning, meals, laundry, homework, baths, quality time with their kids, quality time with their spouses and quiet time for themselves to unwind before bed. Poor or unreliable child care arrangements compound already existing stress.

CURRENT CHILD CARE ARRANGEMENTS

- Some participants that work only day shifts and can afford the cost of a quality program currently use child care centers. These employees unanimously complained about having to arrive and leave work right on time. The center does not allow for an extra 15 minutes of work. Some centers charge as much as \$5.00 a minute for every minute one is late retrieving their child. Also, employees complained that their child care centers close for holidays and vacations that don't necessarily correspond with Maricopa County holidays. This leaves employees scrambling for alternative child care arrangements.
- Many participants use relatives for a variety of reasons. Some of the reasons stated included: cost of child care is too high, relatives cost little or no money; relatives are trustworthy; relatives are the only care available to cover the night or swing shift.

- Arrangements with a relative caring for a child are not always preferable. Employees feel forever indebted to their relatives and in some cases the care is inferior, more “babysitting” rather than development and interaction for the child. Many times parents feel that a mother or mother-in-law caring for their child is too involved in the rest of their lives causing feelings of resentment for everyone. Also, employees are at the mercy of their relative caregiver. If the relative decides to go on vacation, gets sick or can’t care for their child that day, the employee must miss work or scramble to find someone (anyone) to care for their child.
- Many parents complained they have used several home day care arrangements and had to switch because of incidents of neglect, poor care or overcrowded conditions. While it is difficult to foresee these conditions, the indications are clear over time. There are enormous feelings of guilt associated with leaving their children in these arrangements for even a short period of time.
- Year-round schooling creates new problems for parents, creating six week blocks of time where school age children need full-time care arrangements.
- According to many focus group participants, spouses worked different shifts, or didn’t work at all, in order to accommodate their work schedules. In many instances this caused marital problems.
- The cost of child care, no matter what the current arrangement, was a concern for every parent. Parents feel that in some cases it is a question of quality or affordability; they can’t find both in a care arrangement.
- Children are, in some cases, left alone while the parents work.
- Prospective parents expressed tremendous anxiety regarding their future day care arrangements. Most cited trust as a huge area of concern. Others stated that they were postponing having children because they didn’t know if they could afford a quality child care program. Some participants even expressed plans to leave the County to find employers offering more flex-time or on-site child care centers.

DIFFICULTIES AT WORK DUE TO CHILD CARE ARRANGEMENTS

- Many parents reported calling in sick when their children were sick. Also, many day care centers will not allow a child to return to child care for 24 hours following an illness. A low-grade fever sometimes causes parents to miss two consecutive days of work. Parents reported the need for a sick child care program where they can take their children with “manageable” illnesses.
- Parents reported having to abruptly leave work when they received calls from child caregivers that their children were sick. On average about half the employees stated their supervisors were understanding about this and the other half felt their supervisors were angry and felt the employee should find a way to avoid this situation. Regardless of their supervisor’s attitude about this issue, employees unanimously felt resentment from their co-

workers because their leaving work often requires their co-workers to scramble to finish their share of the work.

- Employees reported feeling guilty about not being able to stay late and/or work extra shifts and hours. The inability to work these extra hours, due to lack of child care arrangements, causes employees to feel guilty and ostracized from “the team” and their supervisors.
- Participants reported child care difficulties caused decreased productivity as well as mental, physical and emotional stress both on and off the job.
- Many parent employees stated they are worried, concerned or thinking about their children and child care arrangements while they are at work. Participants acknowledged the fact that they are thinking about their children and child care arrangements so frequently it negatively impacts their work productivity.
- Employees generally reported feeling stress much of the time due to their family responsibilities and child care arrangements. This stress is carried over to their jobs causing decreased productivity, strained relationships with co-workers and supervisors, and absenteeism.
- Focus group participants frequently expressed they were distracted and unfocused at work while thinking about their children in child care.
- Many employees felt they have been passed over for promotions and, in some cases, didn’t apply for a promotion because their child care arrangements had caused them to miss too much time at work. Similarly, many felt their supervisors “held it against them” when they had to make work adjustments due to their child care arrangements.
- Participants reported being “very tired” from working long shifts and then caring for their families or trying to stay awake after shifts to care for their children.
- Prospective parents stated their biggest concerns regarding future children and child care arrangements are having to leave work for sick children or emergencies, lack of concentration at work, lack of sleep at home impeding quality work on the job, and strained relations with supervisors due to child care difficulties.

IMPRESSIONS OF A MARICOPA COUNTY ON-SITE OR NEAR-SITE CHILD CARE CENTER

- Employees were overwhelmingly supportive of Maricopa County offering on-site child care. Participants stated this child care program would be mutually beneficial to both the employees of Maricopa County and to Maricopa County as an employer.
- Employees overwhelmingly agreed an on-site child care program, subsidized by the County in order to offer high quality at a lower rate, would be seen as an excellent benefit to current employees as well as an effective recruiting tool. Many parents felt the County should partner with surrounding businesses to provide the subsidized care for employees of participating organizations. Parents cited the John C. Lincoln Learning Center as an example.

- Employees overwhelmingly felt an on-site center would be viewed as an excellent employee recruitment tool and would help retain current employees. Several attendees mentioned the City of Phoenix is a competitive employer offering higher salaries and an on-site child care center and complained they have lost employees to the City of Phoenix. Attendees pointed out that they think the County will lose more employees to the City when the City opens its child care program in late 2001 or early 2002. They stated the County should consider an on-site center if they want to minimize the loss of employees to the City of Phoenix.
- Participants expressed excitement about the idea of having their children close to them while they work and having the opportunity to visit with their children during lunch and short breaks. Many stated just having their children close and accessible in the event of a slight problem or emergency would allow them to be much more focused at work.
- Focus group attendees were unanimously concerned about security at all three County campuses. Very strict security measures, including a key card swipe system for entry, double doors, blocked fences, tinted windows, extensive background checks for staff, fingerprinting employees and children, and cameras (to name a few) would need to be in place for employees to feel safe leaving their children in a County child care facility.
- Quality and affordability were two areas of great focus. Participants indicated they would be willing to pay prices comparable to that of other quality programs available in the marketplace. Participants are not willing to sacrifice quality in order to pay reduced costs.
- The need for infant care was evident in all focus groups.
- Almost every employee expressed the need for extended care hours (i.e. 5:00 AM – 7:00 PM) and stated they felt a 24-hour, 7 days a week program would be utilized by their co-workers assigned to swing or graveyard shifts.
- Many employees feel drop-in care is critical. This would allow nurses, sheriff's deputies and countless others to work when called in or when they have to work overtime due to an emergency.
- Participants expressed the need for the center to be educationally stimulating with a developmentally appropriate curriculum for every age group.
- Parents agreed the center should serve nutritionally sound meals and offer DES subsidy.
- Prospective parents cited many of the same requirements of a child care center: cleanliness, high security, developmentally sound curriculum for all age groups, nutritional meals and well trained, teachers with appropriate credentials.
- Prospective parents also stated the need for part-time, drop-in and regular full-time care on an extended hour basis, seven days a week.

IMPACT OF AN ON-SITE CHILD CARE CENTER ON WORK LIFE

- Parent employees thought it would decrease stress for managers, co-workers and employees if Maricopa County built an on-site child care center.

- Participants suggested it would make on-call shifts and overtime easier for employees if an on-site child care center offered both extended hours and drop-in care.
- Regular salaried employees reported needing just a half hour extra to be able to tie up their day's work. An on-site center would allow for this by eliminating drive time to a child care location. Employees would no longer have to leave "right at 5:00 PM."
- Parents indicated just having their children closer would eliminate major stress. They wouldn't have to worry about them, they wouldn't spend time at work making phone calls to check on them and they wouldn't have to leave work for minor emergencies or sicknesses.
- Parents stated the elimination of stress from dealing with unstable child care arrangements would make them happier, more efficient people and workers. Their entire work/family balance would be more manageable allowing them to be "better people" both at home and on the job.
- Employees unanimously agreed a sick child care program is a critical element that will help to reduce absenteeism. Every participant stated they call into work sick in order to stay home with sick children at least some of the time their children are sick. Backup or emergency care arrangements are not currently in place for employees.
- Participants stated a program for school-age children that was available during the summer and breaks for year-round-school would be very helpful.
- Parents were extremely excited about the notion of spending more quality time with their children on their lunch breaks and on short morning or afternoon breaks. Also, the drive to and from work (and the on-site child care center) would allow parents anywhere from 15 minutes to one and one-half hours of one-on-one conversation and interaction with their children.
- Participants reported an on-site child care center would bring a feeling of comfort just from knowing the parents of the other children (fellow employees) in the child care center. Additionally they felt that a parent network would be established with co-workers allowing them further insight into the child care center operations.
- Employees felt co-worker relationships would be less strained because the "at-work" time they would need to spend regarding their children and child care arrangements would be greatly reduced.
- Participants stated knowing their children were being well taken care of in a quality program would greatly improve their work life and overall happiness at work and at home.
- Prospective parents stated an on-site child care center would allow them to feel more relaxed and focused at work by eliminating the stress of unstable arrangements as well as long, harried drive times to and from a day care center.

FOCUS GROUP OVERVIEW OF COMMENTS

The following comments are a representative sampling from each question discussed in the different focus groups. The most informative and illustrative comments have been included. Comments have been edited for brevity and to ensure confidentiality.

QUESTION 1: *What type of child care arrangements do you currently use?*

- My son is in preschool. We have to pay for the whole week regardless of how many days he goes to school. I drop him off at 7:00 in the morning and I don't pick him up until about 5:40 in the evening. We live in Tempe and I work out here (Durango) so I have to drop him off early to get here. It makes for a really long day. (If there were an on-site center) I would like to go on my lunch hour and go have lunch with him. That would be great. I could see him in the middle of the day for 1/2 hour or 45 minutes. It would kind of break up the 11-hour stretch.
- We live out in Litchfield Park and the day care facility that we've had our son in just closed last month. So we've had quite a struggle with that. He was in a program down at Phoenix Memorial Hospital which was excellent because it was so close to work and that's one of our biggest challenges.
- I'm usually home but if I have to go out to the field my neighbor will keep her. But my neighbor wants to get a job. My other daughter goes to a preschool two days a week. The other two days, if I'm not home, she and the baby go to my mother-in-laws. But my mother-in-law lives in Chandler and we're in Avondale. I don't know what I'm going to do when my neighbor gets a job.
- You can rely on your friends only so much for taking care of your child. I'm very fortunate because the preschool my daughter goes to has a kids club before and after. So I can drop her off from 6:30 in the morning until 6:15 PM.
- My husband and I were both working as accountants for the County when we had our first daughter. We looked at the day care and couldn't find anyplace that we liked so he actually quit. I had been here 10 years and he had been here three years so we decided since I had more time invested, he decided to quit and start his own business from home. My department let me go down to four days a week and I cut my hours to thirty hours. So I'm home by 2:30 and he can see clients in the afternoon. We just kind of changed our entire life.
- My son is 22 months old. Currently he is being babysat by a friend of his mother. Obviously it is time to get him in day care so he can get some of the social things that come with day care.
- Currently, my son stays with grandma. I would prefer day care over grandma because it's my ex-wife's mom. It would be nice to come downtown (to a Maricopa County child care center), to have him closer, but until then I guess he'll be with grandma because it is very hard to find good day care. He's seven and a handful.
- My son goes to a woman's home who does day care out of her house in Chandler. We live in Tempe. We trust and love her dearly but fully support a County center. I would love to bring my son to work with me.
- Our daughter goes to a Sunrise preschool in West Glendale where we live.
- I work the swing shift and usually my mom takes care of my kids.
- My daughter goes to a day care in Mesa. Her day care closes at 6:30. She's there about 10-11 hours a day. We live in Mesa. It is a good 45-minute to 1-hour drive from here to Mesa.

- Right now my son's dad is picking him up and trying to work at home so he doesn't have to go to day care. I have a provider who works out of her home and he was going there but he was getting into a lot of trouble there. My 1-year-old goes to the day care provider. She stays there until I get home from work. So far my husband working at home is working out. It's only been a couple weeks. I hope it continues to work because I do like my son being home with his dad.
- My son goes to a private babysitter. She is flexible, but if there are problems with her kids, if they are sick or if her family is taking a vacation, then I have to find other ways of providing child care while she's on vacation. I live in Surprise; the babysitter lives in Glendale.
- My sons go to a private sitter. I live in Tempe and I have to take them to 67th Ave. and Thomas. I'm only paying \$85 per week for the two, which is great. The commute is time consuming and I have to leave between 6:00 and 6:15 to have them there and be back here by 7:30.
- My mother-in-law watches her for me but it's a very long drive. I live in West Phoenix, and I drive to 48th St. & Broadway. I also take my son to a morning program which is in a school located outside of my district. I had to make special arrangements because I couldn't afford anything else.
- My son goes to a Montessori school. We love the quality of the program.
- Right now I have two aunts that split up the care of my two kids. If one of them is working, the other one takes the kids and etc. They work split shifts so they don't get much sleep. I live a long way from work so if there is an emergency, I have a long way to go.
- My husband works graveyards. I have to be at work at 6:30 AM. My husband gets off at 7:00 AM so that would mean I would have to leave the kids alone early in the morning because a lot of the day cares I have checked out don't open until 6:00 AM. We live in northwest area and I drive the kids over to my parents house at 75th and Indian School. We leave the house about 5:15 and get there by 6:00. That way I have time to get to work on time
- My daughter is four and I'm paying right at \$500 per month. I pay \$132 a week. She goes to a different type of day care. It's the Beatitudes Intergenerational Day Care. Whether she goes or she doesn't go, you pay \$132 per week. I'm comfortable with that because I want to know that she has a spot.
- My son is 10. He went from my sister-in-law – where my kids at one time got attacked by their dog – then I switched him to another lady, then switched him to a day care for awhile and he finally went to school. My daughter's currently at my mother-in-law's, which is a good price. I had my neighbor watching my son when the day care didn't work out but that only worked for a month, because my neighbor went to work. So, I was just stuck.
- My daughter is 14-months-old. Currently she is with my mother but my mom is pushing for me to put her in day care for two to three days a week. I looked at a few places around our house and didn't feel like I could leave her there because of the lack of quality.
- I have a four-year-old daughter and a four-month-old son. I have a sitter in a DES home day care. I have issues with her having her own kids and having other kids. I think it's maybe too much to have an infant and toddlers running around with one person trying to take care of all these kids. Day care costs are another issue as far as with two kids and I've been separated for a little over a year so I am basically a single mom trying to take care of a house and day care situation.
- I have a 6 year old and he's in kindergarten. He goes to school a half day from 8:00 – 10:30. I have a 2½ year old and he's going through his terrible two's right now. On my lunch break I pick my son up from school and I take him to my mom's or my mother-in-law's or whoever can watch him and the other one I'm just kind of juggling him around also. I'm just having a really hard time with that. So every single day I have to find a babysitter for my kids.

- My kids are home with me until I go to work and then dad switches off. I'm on a flex schedule – usually between 3:00 and 11:00 PM. It depends on the day and the hour.
- I have two granddaughters. My daughter-in-law works for the County too. My daughter-in-law gets one of her daughters off to preschool about 10:30. She (the daughter) gets home about 2:30, so she gets dropped off at the sitter who just lives about a mile away. And the second daughter gets dropped off prior to mom going to her shift – she works 3:00 to 11:00. My son gets off any time between 2:30 and 4:30 depending on if there's overtime. He picks up the children and does the mom/dad thing at night. And they meet about 11:30 when she (my daughter-in-law) gets off work. I'm their backup, the other grandma's also a backup.
- My 12-year-old takes herself to and from school. That worries me big time. She used to pick up my son and they'd walk home together. I got out of work early a couple times and busted them doing things I didn't like. So, I had to cut that one. Now he's in a day care after school and my mother-in-law watches my daughter.
- My daughter goes to a preschool and then an extended care program. My husband works nights so I have to find a friend to pick her up by 6:00. Sometimes my friend says she is going to pick her up and then she doesn't. Then they start calling and charging. My husband has to leave work to go pick her up.

QUESTION 2: *What type of difficulties do you experience with child care arrangements?*

- There is no weekend coverage.
- The availability of hours does not meet my needs for swing shift.
- We have an attorney whose wife is a sergeant with DPS and works third shift and, of course, he works early morning here. They have a three-year-old and a five-year-old. They both still need some kind of care and they really don't have a good way to do it. They are always playing catch up, juggling, trying to get somebody to come into the house for the gaps they have to cover where they have the overlap. And of course as a Sergeant, she doesn't just work third shift, she gets called in. She has to go to meetings during the day, she has to cover a training during the day, she has to report to the lieutenant during normal work hours. All of those things, it's a huge problem for them. They don't have a permanent solution. It is always, well, let's see if grandpa is available for this day and if the babysitter is available for the other day.
- The issue with Tutor Time is that it is expensive. \$671 per month to be exact.
- The turnaround of the teachers is the problem. It's more than just the hours that they are open and getting them there and the distance driving, it's the lack of quality care that they are getting while they are there.
- I pay a dollar a minute that I'm late picking up my daughter from day care. I have to leave between 4:30 and 5:00 just so I can get into Tempe and pick her up because I can't afford to pay for extra time. I remember one time I was in a meeting with my boss and I got out real late – 6:00. I said I have to go and I ended up paying \$25 extra. Now when I'm in a meeting with him, I get up and walk out. I just say, "You have to deal with this. I'm sorry but I can't afford this. I need to leave." He gets upset. He doesn't understand because his wife doesn't work. She's home with his kids. Also, it's hard to say to your co-workers, "Hey, you guys don't have kids. So, here pull my weight while I take off and go." Plus my kids are at a day care center from 6:30 in the morning until 6:15 PM.
- When I call in because my kid is sick, I think it makes me look really bad with my boss. Do I have enough time to cover it? Who's going to be mad at me? Can I afford to take off?

- Once the summer comes, you really get hit with the day care expense. I think that's really an issue, too, with a lot of single parents or even when both parents are working. You have to put your money in savings just to meet your day care needs.
- My sister provides "half-assed" care. I don't have to rush off to get my daughter to a day care center but she doesn't teach her every day – try to teach her colors, teach her ABC's, etc. She puts the TV on, leaves her there and she goes and lays down or whatever. So she's being babysat. If her aunt decides well "you need to be here by 2:30 because we want to go out of town," it's like I can't but I can't tell her no – I'm at her mercy. And there's a cost issue here.
- I got "the talk" from my boss when I first started here years ago. I had to take time off because my daughter was sick and then he called me in and said, "Are you going to be reliable? Do you have extra help that can help you out with your daughter?" And at the time I'm saying, "Yeah. Yeah. Okay." I was totally lying knowing that I didn't but I had to lie because I couldn't afford to lose the job.
- The difficulty for us is that we never see each other except for handing the baby off. He's with her all day, and I'm with her all evening and on weekends so he can get his work done. And there's no family unity. We have to schedule that and it's difficult.
- I know, especially on graveyard, there are a lot of single mothers with kindergarten and first grade age kids. They are really sacrificing their sleep during the day just to make their schedule work. The swing shift either works or doesn't work. The only way it works is if there is a family member to watch him in the evening. The majority of the people would rather work graveyard. That is hard on the body. I could not imagine chasing a one-year-old and a three-year-old after having been up all night. I couldn't do it.
- You have limited time you can take off – but having enough time to research and find out enough about the private care or a day care center is hard.
- If you want the quality day cares, they are no where near work. They are offered only on the outskirts of Phoenix and you have to pay a considerably larger amount of money. It's the ones that are within your budget, that you can afford, that are located closer to you but yet they are not an environment that you would want to stick your child in.
- It is really rough splitting them up and my drive to work is two hours. My drive home is two hours because I have to stop here, stop there and still have to go all the way home.
- Then you have to deal with the hours of operation, especially if you have to go to two different places to pick your kids up. It's nuts because at a lot of places close at six o'clock.
- I'm a single mom but even if I had a husband with an income, \$1,300 per month for three kids is going to be tough on anybody. I'm forced with the issue, my oldest is going to have to stay home because where am I going to come up with that kind of money?
- Our hours aren't until 6:00; they are until whenever we are done. A lot of us do shift work and when you are on second shift or third shift it's an even worse situation to try to find somebody. Third shift isn't so bad trying to find somebody because it isn't the educational end of it; they're just going to be sleeping. But just to find somebody that will do that and not knowing if you are going to get off at seven in the morning or maybe you have something that occurs on your shift that runs over. You might not be able to get there until later.
- When my daughter was first born, I went to a lot of the day cares. The one that was closest to our house that we could actually afford, they had only two women for twelve infants in the infant room. I thought this is just not going to work. I was shocked that they had a waiting list. The place smelled like urine.

- You get a double hit when your child is sick; you miss work and you still have to pay for day care.
- I drive 57 miles each way to day care. This makes my day and my son's day so much longer than they need to be.
- The thing about child care is the days off are a problem. The day care takes the day after Thanksgiving. The County doesn't get those days off. Spring break they take like a week. Again, I have to take vacation.
- If they have a riot in the jail obviously I can't leave at six to go pick up my kid. Or, same thing when I work the street. If I have a situation, I can't be like, "Oh, sorry, Ms. Domestic Violence Lady, I'm outta here. I have to go pick up my kid from day care."
- I travel 30 miles each way to and from day care. Those 30 miles sometimes take an hour or an hour and a half to get to and from work. If there's a wreck or if traffic's backed up, it takes longer.
- The good thing about swing shift now is that I have the mornings with my kids. I have breakfast and lunch and baths. But, when the one starts going to school, then, what am I going to do? I am going to have to make my schedule fit her kindergarten schedule and then after that my only choice is days otherwise I'm not going to see them. I've got thirteen years with the County and there is no way I can give that up. I'm making a lieutenant's salary. I just had kids three years ago. I am stuck where I'm at. I'm stuck with shift work. That is what I signed on for. I need something dependable and safe that they can go to. Especially working with the clientele that we work with, you always have to be worried that someone will have a grudge or whatever. You don't want anybody to know your address or your name. The security downtown is especially serious.
- It's hard for me because when I pick my daughter up she's starving because I'm picking her up at 6:15. So it's junk food city because you're trying to grab something on the way.
- For me it is a question of quality or affordability. You can't have both.
- I love my job and I love what I do and everything but the problem is coordinating getting your kids picked up so that they're not being watched by somebody else for 12 hours a day.
- My concern is that I need someone for backup care, in case something happens or she gets sick. You never know how long an arrangement with a private sitter is going to work.
- On the drive to work, I'm thinking oh gosh how long will she cry? Am I doing the right thing? I have to work, so I start feeling guilty. I start thinking maybe there is a way I could stay home and just watch her.
- Sometimes I don't arrive at my son's day care by 5:30. If the child is there more than 10 hours, then it's an extra fee. So that is a struggle for me because it's more expensive if I don't pick him up on time.
- My husband gets off at 7:00 AM. What he does now is rush to my parents house when he gets off at seven. He rushes them to school because they go to school by our house. So I take all their clothes and everything and they get ready at my mom's house. I leave the house at 5:30 and my husband will get home at 7:00 or 7:15 sometimes. If we do leave them alone, we'll call the neighbors and tell them to keep an eye on the house.
- I spend well over \$700 a month during the school year, over \$1,300 during the summer. With one income, that's not the easiest thing to do. Plus with extended hours, day care is only open until 6:00, if you're lucky. A lot of times I have to work overtime.
- I pay \$400 a month and that's a lot of money when you're a single parent. And I'm getting no child support at all. So it's just my income here and it's real difficult especially to try and find sick child care.

- It's frustrating using my mother-in-law for child care. She's always complaining about things. My husband loves it because his mom's watching her. It's the best thing in the world for him, but it's not for me.
- Sick child care is my problem. Like right now my son is sick. I know he's sick. I have to send him to school because I have no choice. I give him some Tylenol and send him to school. That's the best that I can do. I have no family here except my mother-in-law who is very far away and baby-sits other kids too.
- I'm pretty pleased with my child care arrangements but they are very far away from where I currently work. I live in the west part of town and work here. My husband works all the way out in Gila Bend. If the kids are sick, or need to go to doctor appointments, or anything like that, I'm the one that has to take them. The before school program doesn't start until 7:00 and you have to pick them up by 6:00. I'm supposed to start work at 7:00 but I'm never here at 7:00. My son goes to a Kindercare facility all the way out on Litchfield Rd. and McDowell and they'll take him at 6:00 but even if I drop him off right at 6:00, sometimes with traffic getting down to this side of town by 7:00 to drop her off and then to work is challenging. I currently pay over \$1,000 a month in day care.
- I'm concerned about retention of the teachers. When I'm dropping my son off for eight, nine or ten hours a day, I want him to see the same person every day and get used to being there. I don't want the switch-off of the teachers.
- I am currently looking into an after school program which is outrageous. They want \$80 a week and at those prices, you might as well not work.
- The babysitter is right on the corner but she sometimes goes to Flagstaff for four days at a time. The break in care arrangements is very difficult. I wanted to come in on my day off for the whole day but my babysitter was out of town. I scrambled everywhere trying to find a babysitter. Luckily I was able to come in at 12:00. My mom got off early and came over on her lunch break. She got there just as I was leaving for work. If there was a day care, I could bring them in at 7:00 in the morning. I could have my time at work and do my job at work instead of missing hours.
- The hours. The need for backup. I need someone to pick my daughter up from extended care at her preschool which ends at 6:00. Sometimes my friend that is supposed to pick her up says that she is going to and then she doesn't do it. Then they start calling. Then my husband has to leave work to go for her.
- Cost is a challenge above convenience. And I feel bad that they are in day care so long. They are at day care more than they are with me.
- I think for some of my co-workers, especially the ones that work at night or non-traditional hours, child care is really important to them. They work nights and who is watching their kids? A lot of times they are single parents so they don't have a husband that is watching them. They have to rely on somebody else or leave them by themselves overnight. I think something that is open 24 hours a day would be really important to them.

QUESTION 3: *What do you like about your current child care arrangements?*

- I like the day care where my son currently goes. The staff is wonderful there. They give you daily reports; everything from what they had for lunch to how many times they changed their diapers, to the times they received medications and the potty training schedule for them. They give you a list of activities for the day. They're really interested in being with your kids. They actually have lesson plans. He's only two but they have lesson plans of what they're teaching the kids – anything from

colors to ABC's. I would like to see some of that in a program here. It's a lot of money but realistically by the time you factor in sleep time, the child care providers are actually with your kids more than you are. So, you need to know that there is some teaching and interaction.

- We liked the cleanliness about our program. The staff at the agency, one was there 14 years, one was there 11 years, there was a definite commitment. They had a lot of activities and events to do with the children. There was a very good ratio of children to staff.
- The providers are all preschool teachers. They are not just babysitters. I don't know what the ratio is, but I know it's pretty good. I've never had a problem with them. I like the fact that the teachers have been there for many, many years. The fact that they talk to you is important. A lot of people don't want to talk to you. You want to know specifically, did your kids eat their lunch? Did they participate in the arts and crafts today? Did they cry? Did they fight? Did they share? Did they have fun? You want the teacher to tell you these things.
- My kids have a schedule. They had their naptime, their breaks, their snacks. She had a copy of the schedule out for anyone who wanted it. Good reporting, I feel like I know what's going on.
- I like that grandma is free.
- For my daughter, it's grandma and the best part for her is just who's watching her. And I know the grandmother's enjoy it – just the time they get to interact with her. They see her everyday. I feel real safe and secure with whichever grandmother she's with.
- I like the fact that my daughter has one-on-one time with her father. She's got good quality time and it's free – well, it's not really free because he's cutting back on his business – but it's something that nobody can take away from her.
- I like the small ratio. I like the fact that my daughter goes to her provider happily. She's not cranky. When I pick her up, she wants to come to me and the transition is smooth so that means the child is very happy.
- At my daughter's school, they teach her Spanish. They do a lot of field trips, even though she's three. They go to grocery stores, the fire department, which is nice – she gets out with other kids. They go up to first grade at her school. They do plays and different activities.
- I like the educational aspect. The Montessori technique. They put all the kids, smaller and older kids together and they learn from one another. She loves the program and I know she is being stimulated and she is really learning. That's wonderful. For the most part, it's pretty reliable. With the exception that they take a lot of days off during the year, it's a very reliable program. The one thing that is really nice about it is there is a very low turnover in the teaching staff, which I know is not common in day care centers. That's really nice, she doesn't have to go through new caretakers all the time. It's very expensive though. Costs seem to go up all the time.
- Mine is convenient. It is located probably within two miles from me.
- Quality - The teachers know my daughter personally.
- I like the cleanliness. The staff to child ratio is outstanding. They have a lot of enrichment programs. They start Spanish lessons with the kids at three years old. They do swimming lessons and the various sports. They don't have a television in there and I like that as well.
- At my son's child care center, they have Family Dinner every month. They invite all the parents and grandparents to the day care center so you can see what the kids are doing in their classroom and they provide you dinner. It's just an extra little thing so you can watch the kids interact with the other kids and their teachers, etc. They allow the parents to come in at any time. You can see what the children are doing, not just hear about what they're doing.

- I like the facility – they give me daily reports on everything that he did – the diaper changing, a food report, a play report, incident reports if something happens, nap time. Then I know he ate really well today or he took a three hour nap. They're very concerned. They'll call me and tell me what's going on. They've got specific policies for biting – if a kid bites three times in a day they have to leave. They have guidelines and they're firm with everybody. They don't let it slide with one and not the other.
- I like the safety and the education my children are getting. In the day care facility my children are going to, the children are all separated into their own little age groups and there's two staff members in there that are teaching no more than ten kids.

QUESTION 4: *Do child care difficulties affect your work/life and what options do you have when a child care emergency comes up?*

- Yes, in particular you could put your license to practice on the line due to child care problems. When you go from having six patients to ten because someone is having a child care crisis, well you understand that as a parent but as a nurse you're thinking, "I am managing 10 patients. If I make a mistake here who is going to be standing beside me at the state respiratory care board?" So, your stress level is tremendous even though you weren't the one with the child care problem. But you inherited it.
- There are a lot of times where I take a lot of work home because I can't get it done. But if you don't get it done, you know you're going to get in trouble and they're going to say, "How come you're not getting it done?" "Is there some kind of problem?" "Do you need to go somewhere else?" "Do you need to find a different position?" And you don't want that to happen. But, my daughter is sitting at school all day and then I go home and work and hand her a coloring book and give her macaroni and cheese for dinner because I've got to work. It does put a lot of pressure on you. Balancing the job and being a good mom is really stressful.
- We have a veterinarian working for us that is nursing her baby and we have to time our surgeries – we do 35 to 50 surgeries a day – we have to plan anesthesia around "milk" time. So we've made accommodations and not knocking on her door can be difficult sometimes.
- You have to be gone three days before your sick time actually kicks in. I have three weeks of vacation time right now but if my daughter gets sick, I have to be there to take care of her. I cannot afford not to get paid so I don't go on vacation. I don't go anywhere because I need to utilize that time for my daughter. If you're gone three days then you can dip into your sick time. So if you're only gone two days, it's beneficial to say okay, well I better take that third day, just so they can dip into my sick time instead of my vacation time. And, we've heard people talk about – you know that she really wasn't sick but I needed to use the sick time instead of the vacation time. It's a lot of stress.
- If you have three children and one gets sick, you take one day off. Then the next one gets sick the following week, and the next one the week after that. Now you have a pattern at work. It appears to be a pattern for some employees who have multiple children that they're off one day a week because of child issues. That becomes difficult for co-workers to understand.
- It also becomes a performance problem because they're not getting their job done. And then in a supervisory role, you feel guilty having to tell this employee that they're not doing their job at the office because they're trying to be a good parent.
- For me, one of the things that affects work is that I can't get home to get the kids to other activities. I work here (Durango) and the kids are on the other side of Chandler. I waste 45 minutes to an hour on

the phone my last hour of the day because I can't get over there or can't make the commute, because I have a late meeting myself, to try to arrange someone to help out with that. Even though I don't leave, I'm not working. I'm on the phone trying to make arrangements. There's loss of productivity.

- I use all my sick, FML and vacation time to stay home with sick kids or leave for child care emergencies. So, when my kid asks if we can go to Disneyland this year, I have to explain to him that we can't because he and his brother got sick this year.
- You miss work a lot. I'm fortunate because I can just grab paperwork and my computer and I go home. But if I'm sitting in a courtroom waiting to testify, the judges don't care if my son's sick. And if my husband has to be in court, then we're really in a bind.
- Since she's an infant and I'm nursing, I need to make sure I nurse her before I leave and that means I have to wake her up to do that. So it throws her schedule off and then expressing milk during the day, it would be a lot more convenient to go to day care, pick her up, nurse her, give her that nurturing during the day instead of bottle feeding. Sometimes you're in the middle of a meeting and sorry but you need to go express milk but you can't. So you're either in physical pain or you're rushing home to try to get her nursed as soon as possible.
- Co-workers have to bring their kids in or they have to take off. I have a lady right now whose provider has given her two weeks notice that she has to find somebody else. Half the time you're on a waiting list and you can't find somebody within two weeks. But the co-workers seem to do pretty good with my son when I bring him to work because I try to keep him entertained or in my cube but I know other kids that come in and wander around the building.
- It is really difficult. I had an employee who worked for me. She was a single mother of five children and her youngest were twins and she had a boy and a girl. If one acted out in child care, her center would call her up and say come get your child. We don't want him here if he's a little too hyper today. Then she'd say, "Well, what am I supposed to do." So here she is bringing a two-year-old into the office and it's hard to get a two-year-old to sit in a cubicle for eight hours. It does create a disruption but as supervisors you have to be understanding.
- Absenteeism. It looks poorly when it comes time for evaluation and raises. But I'm a hard worker and I come and I stay late and then when I get phone calls about my kids, I have no choice but to leave.
- My child care arrangements are very stressful for me at work. It is hard for me to concentrate.
- It is hard for me to get to work on time because of my child care arrangements.
- If you have to take your work home, you are now very resentful because now you have to spend the time that you should be spending with your child at home working.
- It is hard for people in a clinical position because you always have someone relieving you when you go home. When you work 7:00 to 7:00, you have somebody there that is getting a report from you. You can't just go home at 5:00 because you have somebody behind you that is coming in and you can't leave your patients for two hours. If they don't come in or your replacement is late for whatever reason, you have to wait. The rule is that you have to be exactly on time. There is no allowance for a couple of hours. That person is waiting to go home. They have worked 12 hours. They don't want to wait 15 minutes because you are having a hard time getting to work. They do not care to know about that and you will hear about it when you get in there.
- I get worried and I have patients to take care of and my mind is not there because I am worried about my child. This affects my patients. Anything can happen. So that is a very big problem because you want to do the best that you can because you have very sick patients and you have to take good care of them. But if there is a problem with your child, it makes things worse.

- I've only been here for four months; I'm not past probation yet. I've already had to call in one time; I've had to call in late a couple of times because of the day care situation. It would be a lot easier if I could just bring him in to an on-site center. When my babysitter takes off, I have to scramble. I have to ask my sister to not go to school one day to watch him. Or, I have to ask someone else that I am not comfortable with if they are busy or if they can watch him until she can get out of school or I can get out of work early. It has already hit me a lot of times here at work. You feel tense around your supervisor, it's like – is he thinking, "I don't know if he really wants to work." Or "If he is going to have these issues, I don't really want to keep him here." Either you are tense around your supervisor or other workers.
- Distance. The drive to and back. For me, it's an hour to and back. That's an extra two hours that she's there (in day care) that I wish she wasn't.
- When your child is sick, they are not allowed back to school for 24 hours after starting on medication or after a fever. So you have to stay home with your child and you have no choice but to miss work.
- When you are an exempt employee, you don't have a schedule; you can't just leave at 5:00. My project manager happens to work later than me. I come in earlier, she comes in later. There are lots of times when I'm getting ready to leave, she'll come over and say, "Let's talk about this." Well I can't say, "I can't right now." I know they don't think this but it makes me feel like I'm not holding up my end.
- Even if you are a supervisor with child care issues, your employees also find it hard to understand why their boss is away on certain days. It becomes an issue.
- I was very understanding, to a point, when I was a supervisor. But when people keep saying that their child is sick and they can't find anybody to care for them, I would just tell them, you need to plan ahead and find someone that you can take the child to – in advance of it happening. Somebody to have on call – prearranged in case your child is sick.
- My boss is really understanding but I feel guilty. There are days that my son is sick – he gets ear infection after ear infection. He gets everything. My boss says don't worry about it but I feel guilty because I know there is work to be done and I know if I'm not there doing it, then he's asking someone else to do it or it has to wait. I feel like I'm going to lose my job if I don't get into work and I need to have somewhere that I can bring my child when he's sick.
- I already work 70 hours a week. I can't even think about switching over because I can go through the academy and be working on extra jobs. It's just not cost effective for my wife to work. We can't afford it – we don't have family out here so we don't have family watching our kids.
- You have bosses that look at you and say, "Yeah, we're okay when you take time off with your kids." Then when you do, you hear, "there she goes again, taking time off because of her kids. I wonder if she's telling the truth or not."
- When an emergency arises, you negotiate with your supervisor or see what your wife can do. It's always been an injury at school. Those are unplanned. In our system, unplanned is unexcused and if your boss is generous and likes you then you get to use your time and they don't write you up for the unplanned absence. It's still there if anybody decides to audit your claim and if you got it and she didn't, then the manager's at risk, she's at risk for giving you the time off.
- I had a problem at my son's school and I wasn't going to leave the school until I knew my child was okay and I was going to take him with me. So, I had to call my supervisor and let her know. She works with me most of the time, but there're times where I feel like I'm taking advantage, which I'm not, but I feel guilty. I felt guilty that day because it was a Friday and we were very busy and I came in and there was a lot of work and there were other people doing my job. They took them out of their

areas to help out. So, I felt tension there. It's hard to feel like you're a good mom and a good worker. I'm just doing the best that I can in both places and it's really hard.

- For me it makes my day longer if something comes up and my husband can't come home. I have to sit out and then I'm doing 10 or 11 hours and working every day to make up the 40 hours in the week. So you're not getting your relaxation time and then you eventually get sick.
- My son goes to year-round school. Right now I have to pick him up on my lunch break. Sometimes it takes a little longer than usual. It depends on where he's going and I only have 30 minutes. So sometimes I'm tardy but I work with my supervisor with that because they understand that. It seems like some days it takes longer and I work in the ER and my job is fast paced and sometimes I come back and there's a lot of work to catch up with. It's stressful because it's more work on myself and if I don't get my portion done that I'm supposed to do, it interferes with our second shift because I'm leaving them more work that could have been done prior – earlier that day. It affects the relationships of people you work with.
- You're considered as not being loyal. Your attendance has dropped because you have kids. Your supervisor is not understanding that you have to take care of your kids. They are your responsibility and they don't see that. They say, get somebody else to watch them. I wish it were that easy.
- You feel guilty. You feel like you are doing something wrong. It's like, I gotta go because my son is sick. You feel like you are lying to them or something.
- When you get them there (to day care) and they're crying and they don't want to be there, then your whole day is shot.
- Maricopa County wants to put out the message that they are flexible when it comes to child care needs and stuff like that. But reality is when you're back in your department; if the grief is not from your manager it's from your co-workers who are feeling slighted because of favoritism given to you or whatever. It really doesn't matter how you make the time up or you make up the work, it's still looked upon that you're getting something that they're (the co-workers) not.
- When my daughter got pneumonia, I had to take her in for three visits. I had a note for every single visit that I took her to. It was a Friday, Monday and a Tuesday. I took the doctor's notes into my boss and set them on her desk. She threw them right back at me later in the day and said, "You need to take this someplace else, they may not pay for it. You may not be able to use your sick time."
- I've been told before that I couldn't take the day off to take my kid to the doctor. I called work to ask if I could take them to the doctor because my son was really sick and she (my supervisor) said no. I work for the 911 center. There was just no way, they were too short staffed.
- I pick up my daughter at school on my lunch hour. So she has to get out of school a little bit early. She's on 19th and Camelback. Then I make a big U-turn and we go to Bethany and 35th. I drop her off at the day care and then come all the way back here. That's my whole lunch hour. It's gone. And then you have to make sure you are back in time for work. So I don't get lunch and I don't eat. I crack a soda and take it or a banana or something with me.
- Most of my day consists of meetings that I have set up. I deal with another government agency on a daily basis. If I have to cancel a meeting or stay home, it doesn't just impact me. It's boom, boom, boom, down the line. It affects all the other people if I have to suddenly cancel and leave or can't come in or whatever. It is not just internally but externally as well.
- I'm late for work everyday. The reason I'm late is because of the distance of my child care and my child has separation anxiety. She cries every morning. I have to stay there for five minutes extra just to make sure she's going to be okay and then I leave. It does make your day bad.

- My boss is totally flexible. If something comes up, I can just go. He is really good about that. That is not too much of a concern for me. It's a concern for me because I don't like to leave. I feel bad because I'm supposed to be at work. But, I don't feel like it is going to jeopardize my job.
- I have three sergeants that work for me. We had a new mother with a four-month-old son. She was late a couple days and she couldn't make it in a couple days because she was having child care issues. One of the sergeants on my shift is married and plans on having children but doesn't have any now. He was ready to take her head off.
- At our school they encourage the parents to come in and see what the kids are learning. This way, the parents have continuity in the education process. But, I can't leave work to go to his school. And I would love the opportunity to take a 15 minute break from the office and scoot over and see what my boy is doing for that time period.
- If an emergency comes up, I fight with my husband about who has to take off work.
- Having to leave early. Having to take a whole day off. It just puts you farther behind in your work.
- In my situation, we carpool. So, in an emergency, we both go because we are not going to drive to Tempe, then home, then all the way back downtown to pick up the other one.

QUESTION 5: *Have child care difficulties affected your job growth or advancement?*

- I worked at the highest volume desk. I felt very uncomfortable calling in. It was never said and sure if you would ask, they would say, "ok, fine." Meanwhile, back at the computer, she (my supervisor) is making notes about how this person left because of whatever reason. She would say, "Oh, it's just a personnel file." But that affects how you think of me when my evaluation comes up.
- I'm the only one in my department that works part-time. There's nothing ever really said, but you can kinda tell. It's just different. I've been there for well over 10 years. I'm at a normal level, a decent professional level but at the same time I'm just not considered as committed as somebody else because I'm not willing to stay until 10:00 at night when we are putting together our annual report. I can't because my kid has to eat. I have to get home so that I can feed her. It's tough because a lot of people can stay until 10:00 or can stay until midnight. I'm not willing to do that. So, it makes it difficult.
- I actually sat down with my boss and said for the next five years I'm not looking for promotions or things like that. My focus is my daughter. So big projects, things that are going to be too time consuming and take me away from the home, I don't want those projects, give them to somebody else because that is not my priority. Basically I put my career on hold until she's in school.
- Specifically what affected me was that my ex was terminated because of attendance issues when our kids went through a lot of time off. She was in mortgage banking where she could not take time off at the end of the month when houses were closing. The repercussions of her not working really overwhelmed me financially.
- Right now my day begins at 8:30 and that way I can drop my son off at school so he doesn't have to be there an hour early. I wouldn't want to go for another position and have my hours changed and have to worry about how my son's going to get to school. Plus the financial burden, because if you did that then you have to pay for before school care. Is the raise worth it?
- I've been in my area longer than most people other than my supervisor and about a year ago; there was an opportunity for a team lead. I had the knowledge and I had the experience. I felt like I was probably the best choice. And I was just passed up. I couldn't put in any overtime because of the day

care. Also, I don't sit there and work through my lunch break like everybody else does. I have to leave. I can't get to work any earlier. I drop both of my kids off. I have to wake up two hours earlier than usual just to figure out what I'm going to do and how to balance it out just to make sure everything is going to work out. I feel like I was passed up because of these things. I could have done the job but I don't have the time for it or I don't have the day care or the babysitter to put in the extra hours or to come earlier and leave later. I have my schedule, my daily routine. I can't stay two minutes after 4:30. I have to pick my kids up at a certain time. If I leave later, then it's money coming out of my pocket.

- I have staff that have turned down promotional opportunities because they cannot work the hours. We start at 5:00 AM and are in the shelter until 7:00 PM. But because they can't get child care at 5:00 AM, they can't take that role.
- My husband travels two weeks out of the month so I don't travel at all.
- Unless you're working those crazy shifts, you're not going to see a promotion; you're not going to be able to accept it because you've got to take care of the child. You can never get out of the rat race.
- You have to wait until your child is a certain age before you even think about a promotion. A lot of detention officers won't even go for a promotion. The day care issue does not necessarily hinder the promotion. They just won't go for it because they're afraid of losing the shift they have and they already made it work that way. They've got a day care arrangement that is working and they're afraid if they get promoted, they're going to end up on something else and upset the whole apple cart again because it took so long to make it barely work. So a lot of people are waiting until their children are in school. In the sheriff's office you have to agree to work any shift, any day, anywhere. They're supposed to give two weeks notice with a transfer but usually it's last minute.
- It hasn't yet affected me but it could. I say this because if my boss makes his move, and that position opens up and I'm successfully posted for his vacant slot, then there is going to be more expected of me from time commitment and being accessible to administration. And, I see that as being a slowdown for me. I probably wouldn't post for his slot because I'd rather know that I've got my flexibility where I'm at and am able to leave. When I started, I negotiated starting at 6:00 AM and working until 3:00 PM, that way I can make my 45 minute drive home and meet the bus so I don't have after school care. My wife in her job negotiated being able to go in at 7:30 so that she could drop him for early drop off. They wanted her there at 7:00. She does the early drop off before school and so we've got it timed out.
- We have the tensions that everybody is describing in terms of how dedicated am I? Particularly for the trial attorneys. I mean you take your work home, you work until midnight, you come in and you do that. I think one of the biggest difficulties is people who have had their children in a different generation. It could be a different time or they made different lifestyle choices for themselves based on their ambition and their priorities and they think that you should be in that same mold. I think that there is the tension of not being able to choose some different options in terms of how you want to balance work and life because of what the agency has done or the history of some of the supervisors in the agency or whatever. That tension, I think, underlies everyone, both the young women and young men who are starting families and have kids under 10 and are trying to make a successful career for themselves.
- As a supervisor you have to deal with these problems on the other side. People have to take off work for child care problems. You have to be understanding as a supervisor but it still kind of puts you in the position of not being able to get the job done.
- I think because I have a family and I am a single parent, it affects me big time. If there is something that is open in your department or in another department, they call your supervisor and ask about your

attendance? “Well, she does miss a lot of work because of her child or her day care situation.” That hurts you as a person, not being able to grow. It affects me in that sense.

- Sometimes you just need to wrap up a few things; it might take a 1/2 hour past five. If I could just spend a few more minutes here, I could get the project closed and get the issue resolved. But, you’re like “it’s five to five,” I have to get out of here. If you had a few extra minutes, you’re not bringing it home, you don’t have to rethink it the next day and you have a chance to relax and go past that 5:00. But 15 minutes is way too long when you have to get across town to meet a certain deadline with consequences. Sometimes it’s \$3.00 a minute and sometimes it’s “I can’t blow it with this caregiver” situation. An on-site center that would give a little extra time on the front and the end of the day would be great.
- I think someone who doesn’t have children or has grown children seems to advance faster than people in our department who have children and miss time.
- I think a lot of it is personal choice too. I’ve chosen not to advance. I know for myself if I choose to attempt to go any higher I do have to have that extra level of commitment that I’m not willing to give. I’m not willing to sacrifice the things that I do with my family or the time. If I wanted to move up, which I would have the option to do, I would probably have to say ok I’m not going to work 30 hours anymore, I’ll work 40 hours. I’ll stay late. I’ll do all these things. And, I’m not willing to do that. For me, it’s not that I don’t have the opportunities, I just choose not to. I used to stay until 10:00 every night. That is part of the thing where you look like the less dedicated employee. I still get my job done. I’m just not willing to make it my life anymore. Whenever you take a new job, you have the training; you just have to invest more time.
- It’s hard because being a nurse you have to call in by 5:00 in the morning if you are going to be sick. Sometimes things happen like your child wakes up with 103 temp and you can’t take them to day care and it’s a quarter to six. I called and they said well it’s not considered a legitimate call-in. It is almost like a no-call, no-show. It is that detrimental because they can’t find anybody to replace you. “So, is this going to look really bad?” She said, “Well, it will show in your file that you called in after 5:00 AM.” I said, “Well, there is nothing else I can do.” She said, “I totally understand but I have to tell you that this is how it is.” That makes it hard.
- Advancement comes in partially to those who can put extra effort in and have that recognized and rewarded. It is a lot harder to put that kind of extra effort in, like additional time, when you don’t have that kind of flexibility or you are charged \$3.00 a minute for every minute past 6:00 and you know you have to drive 45 minutes to get home and you are racing the clock. If it was to walk next door or down the hall to pick up your son or daughter, you can put the additional 20 or 30 extra minutes in past 5:00 and still get your child and have the time with them without worrying about am I going to be there by 6:00? That would actually help employees grow because they know they don’t have to beat the clock.
- Lately since we’ve started this day care situation, I’ve been feeling stressed because I have always been the type that comes in very early before I am supposed to be there and have always stayed very late and now I can’t do that. I am always there right at 8:00 and leave right at 5:00. I haven’t seen it have any effect on me at this point, but I feel like it will affect me in my evaluation. Even though my supervisor is very understanding. I just feel like in the long run it is definitely going to affect me. I am constantly worrying about it. It puts me in a bad mood.
- When you are a single parent, female or male it is difficult to advance. I am separated and have two children. It makes it a lot harder financially. You are trying to make ends meet. You don’t have that extra support there that you normally would have. You can’t take turns missing work. It’s always your turn.

- It's tough because people start meetings at 8:00 and you can't drop off your kid until 7:00. Traffic happens and you don't get there. They all look at you and they roll their eyes.
- These kinds of things definitely affect a person's ability to be promoted.
- Absolutely. It dings you on your evaluation. You have a point system within the County. Each call-in within a certain period of time, after so many points you can face termination whether you are on probation or not. I have one call in since I've been here since February and that showed up on my evaluation regardless of the fact that I have picked up extra shifts for other people. I had absolutely no choice. And, they understood that, they were very nice when I was calling in. But, there is a policy in place and they have to follow that and I understand that. But, when you get your evaluation and you're thinking "Okay. I take other shifts when other people have had babysitting problems and yet it doesn't matter." I have picked up 14 shifts for other people calling in and they only show that negative point for calling in.

QUESTION 6: *If Maricopa County were to build an on-site or near-site child care center, would you use it for your children? Is there a need for extended hour, second and third shift child care coverage?*

- Yes. If it's open in the late afternoons. And if it's open on school holidays which are not necessarily the same as County holidays. That would be what I would be most interested in. Of course they would have to have certified people there providing the care.
- We need a 24-hour facility. There's no getting around it. The masses work 24-hour shifts. Sheriff's office, probation officers, security officers in particular need extended hour care. On call people need extended hours. Their need is sometimes greater than people who work the regular shifts.
- I'd like to work overtime (extended hours) and take advantage of child care. It would help me get promoted.
- I think they need to do the 24-hour child care also because there are a lot of nurses that work night shift. And I think they need to be flexible – even though some of us have that 8:00 – 5:00 or 7:00 – 4:00 job, whatever – there are those times when you've got to stay and instead you're sitting there thinking "How fast can I get this done?" and you're going to make a mistake and you could kill somebody just by trying to hurry up and get something done and misreading something, sending it out so you can hurry up and take off because you need to pick up your children from day care. If you knew it was a 24-hour child care, your child's going to be there. Everything's going to be okay. You're not going to walk in and get this lecture about how you're late and you owe \$20. Then you're sitting there thinking oh gosh, I can't afford the \$20 either.
- If I had the option and convenience of bringing my kids here where I could see them a few times a day, I would definitely use the center.
- The center would need to offer extended care. When he gets stuck on a scene or someone is prepping for a trial and the only time they can do a witness interview is at 6:00 at night when the other person gets off work and comes down to do the interview. What do they do for their child care during that time? They have to do one of these make-do things because nobody I talked to is offering extended hours of operation where if you need your kid kept until 7:00 PM or you need to be able to pick up your kid at 4:00 and bring him back at 6:00 so you can do an appointment or finish a project or stay and work on an annual report.

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- I'd definitely use the center if it were 24-hour care – available for split shifts and drop-in. I think I'd like to see it staffed by County employees – people that actually work for Maricopa County – people that go through background checks and have an interest and have benefits and want to stay here, I'd feel a lot more confident that they'd have a vested interest in doing their job, safety, qualified staff. If there's been background checks, etc.
 - It would have to be cost effective for me to take my son out of our current arrangement and put him in a County center.
 - I would probably always use it for backup but I would consider using it all the time if the cost was right and I felt that it was comparable to what I have right now as far as the ratio. Right now I have a three-to-one ratio.
 - I would use the center from 11:00 PM until 7:00 AM because I know he would be sleeping. If my shift ran over for an emergency and I had to work over, I could still get him and take him to school even if I'm running a little bit late.
 - People don't realize how many different divisions and departments have 24/7 operations. They think it's just the sheriff's office or the County hospital. It is isn't just that, you've got the facilities maintenance division, County highways, flood control, so many departments have 24/7. And where are they keeping their kids at?
 - In my situation, I would be looking to give my mother-in-law a break. She's watched our kids for 12 years. She complains about it once in a while but she's older, she's tired. That is what we'd be looking for –to give her a break once in a while.
 - I would use a child care center from 7:30 to 4:00. It would be convenient.
 - Perhaps there wouldn't be such a big turnover rate on the third shift and everybody wouldn't want to run to the first shift if there was child care for the third shift.
 - I think the center should be open for the 3:00 –11:00 shift. In detention I see a lot of staff say they want to change to day shift because they want to be home with their kids.
 - I think, especially out here at the Durango Complex, you're gonna have a lot more people that are interested in extended hours, swing shift and graveyard shift child care because the Sheriff and the jail runs 24 hours a day, 7 days a week. Junvenile Detention runs 24 hours a day, 7 days a week. The people that run it are parents. The court is open on weekends and on holidays.
 - It needs to be open extended hours, especially for the departments that are working 24/7.
 - It would have to be open early morning so people could get to work on time. It would have to be open later in the evening.
 - It would have to open by at least 4:30 AM.
 - I would use it and I would expect it to have certified people.
 - I would use the sick care and I would use the summer, break and holiday care. And, I would seriously consider using it for my regular care.
 - I would utilize it. I'd be able to go over and spend 15 or 20 minutes. I know I'd be happier and I know I would come back to work and say, "Gosh, look what the County's doing for me. Look what kind of benefits they're giving me. They're helping me out plus I'm helping them out." I think that would be great.
 - I would use it if there was infant care. Lack of infant care is an issue County-wide. A lot of places don't accept them until they're six months. I was lucky because I had enough time built up where I could take four months off as a result and not worry about pay. But you've got people who don't even

have six weeks of time to take a maternity leave and need to find somebody to take care of that infant right away.

- I went to part-time because I felt too much stress with my child care arrangements. If I knew that she was just right here (in an on-site child care center), maybe I would have stayed full-time. I wouldn't have to worry that she has to be picked up by 6:00. I think a child care center would not only recruit employees but retain employees.
- I would most definitely use it if it was clean, quality and affordable. It wouldn't even be a question. Obviously it would have to be located in the right places also because there are many different areas of the County. Maricopa County is a big place.
- People quit for a variety of reasons but I have heard (I work at the academy) people say that the second or third shift won't work because they have kids and who is going to keep their kids. I've heard that complaint a lot. It's definitely a factor. It's definitely been affecting our retention rate.
- I think it is harder even when it's not a second or third shift that happens all the time. For 30 days in July, we have one employee (just because she is a great employee) we allow her to bring her five-year-old in and someone drops the kid off at 5:00 PM and she keeps that kid there until 10:00 PM and the poor boy sleeps under her desk. But, they let her do that because she is a great employee, and we need her to stay late for those 30 days. Her normal hours are from 8:00 – 5:00. She can't find a day care that is going to say OK for 30 days, we'll let you keep him here for an extra 5 hours a night. So, the County needs to have something that is available on a case-by-case basis. Where you are not always going to have your shift to be 11:00 PM to 7:00 AM.
- And, all the on-call basis people need to be considered. You get a lot of people that are special units, such as deputies. Now we have a special unit in detention. You never know when they are going to get called out. They get the calls to go and they can take however long it takes to do it any day of the week. And, that's just the sheriff's department. There are countless other departments in the County that work on-call.
- If there was a place that was open 24 hours a day, 7 days a week, that would be a big help because I could bring my son here instead of having my husband lose a day at work.
- There would be no way that I could work second shift if I didn't have my mom to watch my kids because you are not going to find a public sector that is going to watch him until 12:00 midnight. You just don't. They close at five or six. An on-site center open during second and third shifts would really help people.

QUESTION 7: *What would you expect from a Maricopa County child care center?*

- Security – so that you need a code to get in, especially in this area. People get released from the jail at all hours. They go on work release and they have to be back so they would be walking right by the child care center.
- We should think about bringing in outside facilities to help pay for child care. We also need to make sure that we pay the child care staff well in order to get the quality needed for the children. Our children spend a lot of time in day care and that's where they develop and that's where they learn to be good kids with the people they spend a lot of time with.
- A school age program would be beneficial for children who could be here all day. They could come here in the summer but during the school year they would attend a before/after school program at her/his own school.

- You could wall the play yard (to make it secure) but make it large enough that they don't have a sense that they are in a walled pen. I've seen the amount of land that the County has to work with for a potential day care location. There would probably be enough room to create a large enough open environment for the kids that they are not going to have that walled in sense. It's also the materials that you choose, whether it's wood or stone vs. raw concrete or something.
- What's important to me is quality and that's the thing I would most likely look at. Affordability is of a concern to me but quality is of more concern to me. And I can't stress enough that it really needs to be independently run and the director and the staff have to be 100% dedicated to the care of the children.
- They have to hire quality people, staff it appropriately for how many kids they're going to take in and break it down into age groups.
- A loving environment rather than an institutional feeling.
- I feel that subsidizing for our lower paid employees is very important.
- We need a sick child care program with a nurse on site that could also administer prescription medications to non-sick children in the regular program.
- I really like the key cards for security. Tinted windows also. I don't like the fact that people can see into day cares.
- It should have cameras where you can log onto the internet to see what your child is doing.
- Blocked fences so people walking by couldn't look at the kids playing outside.
- You need a double barrier door. You need a staff member there that lets you in and acknowledges who you are.
- Background checks – not only state but nationwide background checks. These care workers come from out of state just like other workers and maybe something's happened in the past in another state and they only check Arizona background. These checks should be done especially since the County has the tools to do them.
- I'm looking for socialization – where they're learning how to get along and how to play with other people, how to share, and learning about different people, cultures, etc.
- Staff that knows developmental landmarks – quality trained staff.
- Certified staff – teaching degree, background checks, fingerprinting, trained in first aid, references.
- Bilingual classes and teaching.
- Parents should take an active participation in the center. Come in and read – schedule it ahead of time.
- I think it would be great for our old computers to be used in the child care center as we upgrade our systems.
- I would really like to see cameras in there so I can log onto the County's electronic business center and I can click on the day care center and I can see what my daughter's doing from my desk. I can drop in electronically and see what's going on.
- There should be good daily communication with the staff about the child's activities.
- They would need to run background checks on the caregivers and their families. If people know it's the County day care, it could be a target.
- Drop-in days are really important. We would need a pay as you come for school vacations, school holidays, or summer breaks.

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- There should be sturdy playground equipment with plenty of outdoor space, sand or woodchips, and swings.
 - The center should also display a colorful environment with separate areas for imaginary play, a library center, and a fun environment.
 - Convenience is good. But, it does need to be a place that I can rely on and has good, qualified, honest staff. The staff makes a big difference.
 - A covered playground. That way they can be outside no matter what the temperature.
 - The center would need to be very clean.
 - Structured schedule. I think there needs to be a plan each day on what each age group will do.
 - The ratios of teachers to children need to be better than the state ratios.
 - The center needs to be DES approved.
 - You should be able to volunteer in order to receive discounted rates.

QUESTION 8: *What do you consider an affordable yet fair price for child care service per week?*

- I am from the management side and I would encourage the County to look at this as a subsidized effort, even maybe as a cost to them to provide a benefit to employees. Partially because I think the benefit gain in productivity and employee retention overall, they would end up on the plus side in terms of being a quality place to work and still doing a quality product. Our people wouldn't mind a certain set of divisions. We have some employees on the senior end, you know 20-year attorneys that might make \$90,000 that might say, "I'll throw in if there are two scales." You know the people that are making \$10 per hour can't afford to do that kind of thing. But, I think you'll run into resistance in the middle areas. The one thing I would say is to look at it as a subsidized benefit from the County. An employee benefit. Let's look at the retention and the productivity segments. It might be a potential even if you have to do a study to find out how many people are taking 1/2 days and family medical leave to stay at home with their kids.
- The average for this area, at least for last January, was \$95 per week per child.
- I pay \$120 per week for a 22-month-old baby.
- I pay \$95 per week for my 2-year-old.
- My mom charges me \$80 per week for my two children.
- I pay \$145 per week for my 14-month-old baby
- I'd want to pay for the days that I use it. Right now I have to pay whether he goes or not.
- It should have an hourly rate – instead of a daily rate.
- I recently called a child referral service – the average is \$20 - \$22 per day per child.
- I pay \$800 a month and I think it is "doable".
- Make it affordable and fair.
- I pay \$400 a month – that's a lot.
- I'd say \$10 a day for a 10 hour day.
- I think \$20 a day.

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- I pay \$75 a week and I think I'm not paying very much. I pay her extra and bonuses. I'm not saying we're loaded but to me I'll sacrifice somewhere else to give my daughter quality.
 - For people who have multiple children, it adds up very quickly. I pay \$120 a week for my twins.
 - They should give sibling discounts. I get a 10% discount on my second one. I pay \$145 a week for each of my kids to go. I think that is too much. Between \$100 and \$125 a week would be great. It just depends. You still want the same amount of quality. Can you have the best of both worlds? I don't know.
 - I am only paying for four days a week. \$20 bucks a day, \$80 a week. I would pay a little more than that because it would be just that convenient to have my son right here. I would pay \$100 or \$110.
 - The hard thing is you say \$30.00 a day and my daughter is there for 12 hours. That's like \$2.00 an hour. Is that enough money to run a day care?
 - The average that we found ranged between \$100 to \$130 for five days.
 - I think the way we should have it set up is not a full blocked pay schedule. I have to do a month at a time for mine. To have it where the days that they go are the days that you pay. So, you pay for what you use.
 - It depends on the quality of people you get. If you are just hiring people to baby-sit, \$50 - \$80 a week is a lot. But, if you want people to actually teach and take care and give feedback, it's going to cost more.
 - I'm paying \$800 a month for my school-age boys for summer care - \$200 a week and it's killing me. During the school year I'm paying \$50 a week - so for the summer my budget goes up four times. If it was here, I wouldn't have to be flying through traffic to pick them up at the last possible minute, or I'm getting charged \$10 every five minutes I'm late. I used to pay \$175 a week for preschool when they weren't potty trained. We had to bring our own diapers, our own food, and all our snacks. But, they did field trips, etc. I found that expensive.
 - I looked into the prices and to me they were high. I don't know if I could afford \$150 a week.
 - The County should take into consideration a sliding scale - it would depend on combined income with your spouse. With my mom, she doesn't want me to pay her but I give her money weekly - and it depends on what she'll take. There's times where I have other bills to pay and I can't give her what we usually give her.
 - With the sliding scale, maybe there could be some kind of program with eligibility because there's various income levels for families, but there's single moms and single dads in the organization and they're even in worse shape financially.
 - I would pay good money. But it would be very nice if the County would be able to assist because it would provide benefits for the County overall. Retention as he said. It costs the County millions and millions every year to retrain employees just in the sheriff's office alone, our retention is outrageous. It costs us approximately \$20,000-\$30,000 just to train one employee to be a deputy sheriff and when we lose one, we lose that money. When they go to another agency, we lose that \$20,000-\$30,000 that we've invested in this person and that's one of the things the County needs to think about. It is time for them to start stepping forward and giving us some of the things we work for and that we deserve.
 - The infants usually cost more, about \$120 to \$130 a week.
 - It definitely should be a sliding scale depending on the wage of the employee bringing the child.
 - If you want an experienced person, if you want a low ratio - then I guess we should be willing to pay a little bit higher price. If the ratio is 3-to-1, I'd be willing to pay \$200 a week.

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- In reality, I think there are 12,000 employees within the County and there aren't a whole lot that are at the top side of the wages.
 - I would be willing to pay more on a drop-in basis as opposed to somebody who is there all the time. To me, that's a privilege to be able to drop in and know my child's in a safe environment. But then, I may reach the stage where I want her there all the time and I want to be able to have more of a discounted rate because of it.
 - I would expect it to be less than market rate because the County would be providing it as a service to its employees.
 - I think you would find that some parents would be willing to pay what you would pay outside, an equivalent, if you could have a good, nice place that you felt secure to take your kids. You might be willing to pay a little bit more if you knew that it was a great place to go, your child was right there and it was convenient for you.
 - All things being equal with the best day care centers on the market, I would be willing to pay a little more than the market just because of the convenience and the level of the security and to have the child in the same area. Other centers certainly can't match the convenience for the employee.
 - I wanted to have another child but I think it costs \$120 a week for a baby. I pay \$132 for a four-year-old which is extremely high but I'm willing to pay it. I'm willing to drive a long ways and I'm willing to pay a lot of money to know that she's ok.
 - I think the big issue is you have people coming into the County making \$7 or \$8 bucks, you need some sort of sliding scale because they are going to need day care also; but they are not going to be able to afford what someone who has been with the County for 15 year can pay.
 - Having not dealt with it at all, keeping \$200 in mind, something from the employer should be around \$125. I would expect to find it at less than market rate.
 - My comment on the sliding scale is I think it would be great. But, if it means that we couldn't have this wonderful day care, then no. I believe in good day care. We need to decide what needs to be done with the budget. I would pay whatever I need to have my child close and have good care for my child.

QUESTION 9: *How would an on-site or near-site child chare center affect your work/life?*

- My concentration, and I think that of my co-workers with kids, would improve just knowing our kids were in a safe, stable child care.
- If your day care is just down the street from you, you could save the extra time that you would have spent driving. You could drop them off, make sure they are comfortable staying there. Then you can take your time when you're at work and you have an extra five, ten minutes to do whatever.
- It would relieve stress. When I get off work, I stress driving because of the freeway and it's a long drive and I'm rushing. I want to be on time and I want to get there within a reasonable time because the less time she is there, the better. For me, it's stressful driving home to beat the traffic in rush hour.
- It would be a lot easier (an on-site center) on the days the kids have doctor's appointments. I have to drive all the way to Tempe to pick him up and then drive him to Scottsdale to his doctor's. Then I have to drive him back to Tempe, then drive back to Durango. It would be a lot easier if I could just make one straight shot and back.
- We'd be more productive, there'd be less turnover and people would have more opportunities for advancement. They'd be happier workers.

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- I could visit my child and/or take my child to lunch once in a while. When I was able to do that, I would feel less guilty and have more peace of mind. I would feel better going back to work and I would feel more productive.
 - It would help reduce stress. People are able to give back more – I'd be more dedicated and more willing to stay at my job.
 - It would help with recruitment and retention. It would provide additional benefits for employees.
 - I think a child care center benefit would definitely help the retention rate of the entire County. Like everyone has said when they find a day care that they are comfortable with, they don't want to leave. That would be the major factor if I want to go get a job with the City of Phoenix or if I want to stay with the County. The City of Phoenix may be paying more right now but if I have my son in day care over here, and it's a really good day care, I'm going to stay where I am. I think it could definitely affect the retention rate. Big time.
 - There would be the benefit that if we are not rushed to go pick up our kids, it provides a little bit more time to ask those who are taking care of them during the day, how their day went. What did they learn today? Did they have any problems? Any timeouts? Rather than the rush to go pick them up, get home, start fixing dinner, whatever. Instead spend a little time to find out how their day was. There is peace of mind in that. It would be less worry throughout the day because if you took a 15 minute break just to go peek and see how your child is doing, and you see that your child is doing fine, you go back to work feeling better. You can be more productive.
 - Even if your child was hurt like maybe they cut their chin or something and we need you to say if you want them to get stitches or something. You could just run over and say, "Oh no, they're ok." It would relieve stress on both parties, the staff and the parent.
 - To have something that is permanent with your professional life, to have that core child care center there, would reduce a lot of the common stress that I'm sure all the parents feel to try to ensure that their children are safe, happy and learning and have a reliable pattern to their day.
 - If you had your kids in there for a couple of years, it would be really tough to leave the County and go somewhere else and leave that benefit. It would be a huge issue in consideration of changing jobs.
 - I think an on-site center would make the supervisors more comfortable too. The employees wouldn't have to worry as much. They would do their jobs more effectively. It would make their employees more stable.
 - We would be more dependable employees because we can be here because our children are here.
 - We would be healthier because we are less stressed so we wouldn't get sick as often.
 - Personally it would brighten my day, me spending that hour into work with my daughter. Just talking to her, whatever. You know, that extra time.
 - It keeps your employees at work instead of at home.
 - An on-site center reduces turnover. Turnover costs are just outrageous and it costs to train new employees.
 - It would attract quality employees to the County.
 - An on-site center would reduce overtime. You don't have to pay overtime because somebody had to leave early to take care of child care issues.
 - With a County on-site center, you automatically have a group of people using this one place. There is going to be all kinds of information sharing about their experience with that one place opposed to another place where you are coming from all over the city and you never see those people except

when you pick your child up. You do have a big network of what is going on because there is just one particular day care center.

- Having your children in the same day care as your co-workers' kids will help form better working relationships. And the better relationship that you have with people that you work with, the better the outcome always is. If you like the place you work and the people you work with, you do better work.
- More productivity. Less usage of registry staff which is a huge savings. That in and of itself would probably pay for a tremendous portion of your day care.
- It is a great retention tool. It is a great draw. If you tell any employee, not just nursing personnel, that you have an on-site day care or a near-site day care that is provided by the facility and taken out of your paycheck, that is considered a benefit to all employees of the County, I think it would be a great draw.
- It would affect recruiting and turnover in a positive way. The jobs that everybody was vying for in Dallas were the ones where the employer offered on-site day care. The two that I'm thinking of – I think it was Honeywell and Zales – they offered nickels on the dollar because they knew that their people were coming to work, they weren't sick, they weren't missing time – productivity goes up, you have the same happy employee – you're not training people – you gain so much hidden money that they felt like they could pay for this, for the most part, there's a little employee kick in but it was so small in comparison. They literally saw a downturn in turnover which meant your productivity was increased and your employees are happier because they're not stressing over day care and they look forward to going to work because they knew "Susie" was the same person caring for their kid. As a parent you're loving life. You're not feeling guilty because you're not home doing the things that your mom did.
- The reality is you did maintain your staff and it's a recruiting tool and all of a sudden the word gets out and they want to come work here because now they know they've got child care capabilities and it's good.
- The hospital has a horrific turnover rate. In housekeeping we turn over 75 percent a year. We have a million dollars a month registry at the hospital. That's because we can't find the nurses. So we're paying contract prices.
- An on-site center would help in scheduling for employees with children.
- An on-site center not only reduces the amount of people that will leave early or call in sick, it will provide peace of mind for employees and, therefore, a more focused staff.
- I think it would be one less worry for everybody that would use it. It would be there, it's dependable, it's not going to call in sick. It's not going to go on vacation. It would be stable. Something you could always count on and depend on. You are not going to have to leave work 10 minutes early for this and that reason.
- I just see it (an on-site child care center) as a competitive tool in the marketplace if you want to talk about retention or even getting quality employees to apply in this tight marketplace. Eventually other businesses may add on-site child care but if the County does it and does it right, it's a tremendous benefit and the County would be on the cutting edge with it.
- Imagine how happy I would be after lunch spending an hour with my son – playing or just hanging out with his friends and then coming back to work.
- It would make employees more productive and less stressed. Happier.
- I think it would be nice to have the flexibility of the schedule beyond five o'clock and before eight o'clock. I am not a shift individual but need extended hours beyond eight to five to help support what I'm doing at work. That would be a real benefit.

- An on-site child care center will provide reduced absenteeism. That is a major thing. Absenteeism costs the County a great deal of money every year also.
- The intangibles, the peace, the morale would improve. Being able to do a visitation during the day. Pick up your kid and take him to lunch with you. Any of those options would go so far particularly with the people that feel so torn between having the influence with their child still and pursuing their career. New moms always say they have such guilt going back to work. One of my co-workers had the option of going back to visit over at this place. Just to be able to go there for 10 minutes and rock her baby, she could come back and work full blown and not feel bad. It really made a huge difference to her psychologically. I know that if she was feeling that way, I know she was much better in the job.
- I could take on some of those projects that might keep me at work a little later in the evening because I wouldn't have to worry about picking my child up from the day care.
- We'd be managing for results – keeping our budget down. Our goal is to keep our overtime down and sick leave down and all the other indicators for the performance.
- The stress would be gone – trying to get your kid up early and get them to pre-school on time then you're stressed by the time you get to work. And you haven't had your coffee yet.
- As a nursing mom, I can tell you that my daughter can nurse much quicker than I can pump. And it's much more efficient.
- The County will save on overtime because you have to call people in to cover. With a child care center, people can be held over from other shifts for us.
- If you were nursing, you could just run over to the center to nurse your baby.
- I definitely think it would help recruit new employees.

OTHER COMMENTS:

- The County has a huge employee base and over the last several years (I've been working for the County for 12 years) they've taken away a lot of the benefits that used to keep people at the County. There's not as great of a reason to stay with the County. The benefits packages are not even half of what they used to be. We don't get paid an extraordinary amount of money either. So I think an on-site child care center would be a huge benefit to keep people.
- I know just with myself between my daughter's day care and rent, I barely have enough to pay utilities. If the County were to offer subsidized care, it would really help a lot of people put their kids in a quality day care program.
- Corporations already offer on-site child care and they're not in it to make a buck. They're doing it because it increases productivity at work. It's already been proven. It's out there. These are Fortune 500 companies and it's worked for them. All we need to do is catch up. That's the other thing – the County is going to benefit greatly because of it because our productivity is going to increase, we're going to stay late if an emergency comes up, we're going to have the peace of mind knowing that our children are in a safe environment. It comes down to a benefit. I look at the other benefits that I get from the County and they pay a substantial amount to let me van pool – can't they do that for my kid?
- I think we would be comparable to other employers that are out there who do offer different discounts more so than the County does for child care.
- I know a lot of people leave the County to go to different cities around. A lot of them, like Glendale because it is such a small city, have everything conveniently located. They would lose fewer

employees to city employment if they did a child care center. Even with the lower pay the County offers, the child care center would be seen as a huge benefit.

- If the County had a lactation space, I would definitely use it. I nursed both my kids and I've loaned my pump out to another mom because she was nursing her child. So, I know that it would be used by many women.
- I have nursed both of my kids and it's tough because now that I'm at work I'm taking breaks to go and pump. It's even changed my work lifestyle. There certainly are no facilities to pump. I usually have to go and ask a man to borrow their office and then I have to lock the door and have people trying to walk in half the time. I mean it's not convenient. I nursed my first one for a year and I'm still going with my second one but it's tough, the restrooms here don't even have a plug. You can't even go in the restroom and pump. All our accountants are in cubes. I literally have to go to the CFO and ask to borrow his office or ask when he was going to lunch. I have to rearrange my entire schedule around when someone's going to be out of their office just so that I can use their office. And even then, like I said, people are knocking on the door. You always have kind of that panic state. It's just not comfortable. It's not something that I enjoy doing but I'm willing to put up with it.
- I breastfed my daughter until she was six months old and I had to go pump in a closet because there wasn't anyplace for me to pump. It is very hard. It would be fantastic if I had another child and I could go for ½ hour every three or four hours and breastfeed, that would be fantastic.
- I think child care is something families are taking into consideration now and how convenient is this job going to be for me being that I have children. I know that it is a big factor for me and all my girlfriends and sisters that have kids. Is it going to be worth it for me to drive this far if I'm going to have to dish out this much for day care because it is extra hours, or pay more gas to do this drive and drive the kids here and there. That's just reality. More families are taking it into consideration because they do have kids.
- The City of Phoenix and the State of Arizona both have a day care.
- So many of our staff we lose to the City of Phoenix. Now, with the City of Phoenix starting up their day care program, that is a concern to us. It is another benefit that they are offering to draw some of our employees.
- I think the concern that a lot of people expressed is whether or not this on-site child care center is a sincere effort. There have always been reasons not to do it before. I don't want to talk to you because they will never do it, that sort of thing. This job market is different than the job market five years ago. This workforce is evolving more quickly. We are losing tremendously qualified people because of these lifestyle issues and because of these family issues. We have to look at the workforce in a different way. The credibility of the effort has been questioned as I'm sure happens every time management tries to do something.
- I strongly feel the center should just be used by Maricopa County employees.
- I know from working in the County attorney's office, just how many co-workers and friends I've had who have quit their jobs when they've had a child. And with our office, they don't offer job sharing or anything. A lot of them quit and left because they were in a situation where it was going to be too expensive for day care or it just wasn't feasible where they lived or what they could find. They just ended up quitting instead. I think that you would get a lot more stability and a lot less turnover with employees with an on-site child care center.
- A child care center is a good recruitment and retention tool.
- An on-site child care center is a good retention tool. If I were coming to the valley from out-of-state and was looking for a job and found out that the a facility had 24 hour day care either nurse

supervised or licensed personnel supervised 24 hours a day, I would pick that job, even if it paid less money. I would pick it over another that didn't have that benefit included.

- An on-site child care center is a huge incentive for people to stay and for people to come.

SURVEY RESULTS

- OBJECTIVE:** The objective of the survey questionnaire was to confidentially assess:
1. the number of employees with children 12 or under
 2. the number of employees with adult dependent care responsibilities
 3. the different types of care currently used and the amounts paid for care by the employees for both children and adult dependents
 4. the estimated interest in near-site child care programs
 5. general problems and frustrations experienced at work due to child and adult dependent care difficulties
- METHODOLOGY:** The survey was distributed to 13,000 employees via 1) Maricopa County's electronic EBC email system, and 2) a paper document made available through a variety of channels. There were a total 2,755 employees who returned a survey, a response rate of 21%; 2,216 of the surveys were submitted through the EBC system. The survey questions were organized into the three sections listed below and all employees were invited to provide written comments. The actual questionnaire is presented in Appendix E and comments received at the end of the survey are included in Appendix F.
- Section I:
Work Force
Demographics*** This section contained general questions for all employees regarding their gender, age, marital status, household income, work schedule, zip code, number of parents and caregivers to elderly, as well as the impact of co-worker child and adult dependent care issues.
- Section II:
Child Care*** Specific information was solicited from parents with children 12 years of age or under regarding the number and age distributions of their children, the types of care they used, the cost of care, problems they face in arranging care, how they manage unexpected illnesses or breakdowns in care, impact on work, and what benefits or programs they might be interested in using to manage their work and family lives more effectively.
- Section III:
Older/Adult Care
Section*** Employees with adult dependent care responsibilities were questioned about their elder living arrangements, physical distance from dependent, types of support provided, participation of other family members, time spent providing care, cost of care, types of day-to-day services used, other services that might be helpful, stress associated with care giving, and impact on work.
- LIMITATIONS:** Limitations exist in terms of the ability of a survey to adequately and truthfully assess individual needs and characteristics. In addition, since the data in this report was not randomly selected, we do not statistically infer about the characteristics of non-respondents, but we may make general assumptions and statements about them.

PRESENTATION OF SURVEY RESULTS

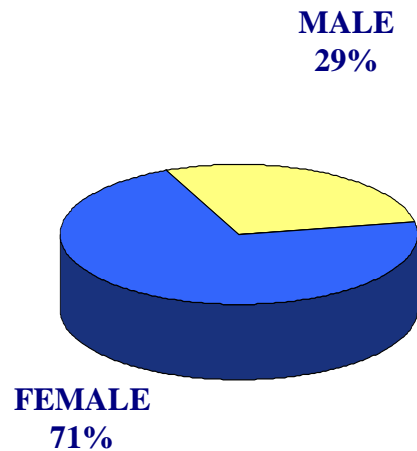
- Of a total population of 13,000 employees, 2,755 (21%) responded to this survey.
- 1,041 of the 2,755 total respondents (38%) were parents who had responsibility for a total of 1,721 children age 12 years and under.
- 620 of parents (60%) had 816 children who were age five and younger.
- 471 of the 2,755 total respondents (17%) had elder care responsibilities for a total of 555 older/disabled adults.

The following tables summarize the results from each item in the survey. The comments above the tables highlight additional, relevant information related to each question.

SECTION I - DEMOGRAPHIC PROFILE

QUESTION 1. WHAT IS YOUR GENDER?

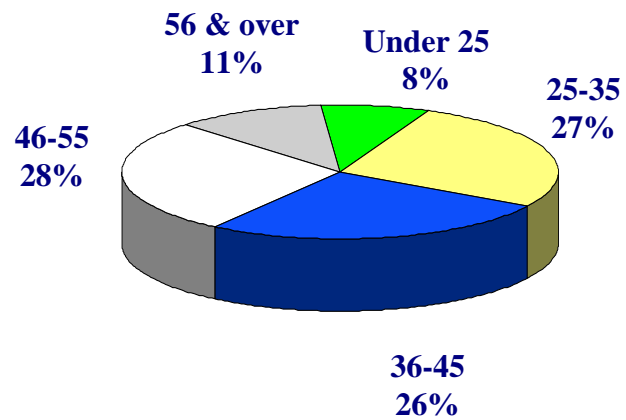
Seventy one percent of all survey respondents were female, and 29 percent were male. Current Maricopa County demographics show females at 55 percent of the total workforce. Of the total 1,721 children reported about in the survey, 72 percent (1,240) of them belonged to female employee respondents. Women typically handle more of the caregiving responsibilities for families, and are more often affected at work due to these responsibilities. Therefore, any employer who hires a significant number of women (more than 50%) should develop a strategy to address work/life issues. The issue of child care is not, however, only a "woman's issue." Today, men are particularly involved with making child care arrangements.



Sex	Frequency	Percent	# of Parents	% of Parents	# of Children	% of Children
Male	795	28.9	292	28.0	481	28
Female	1959	71.1	749	72.0	1240	72.1
No Response	1	0	0	0	0	0
Total	2,755	100%	1,041	100%	1,721	100%

QUESTION 2. WHAT IS YOUR AGE?

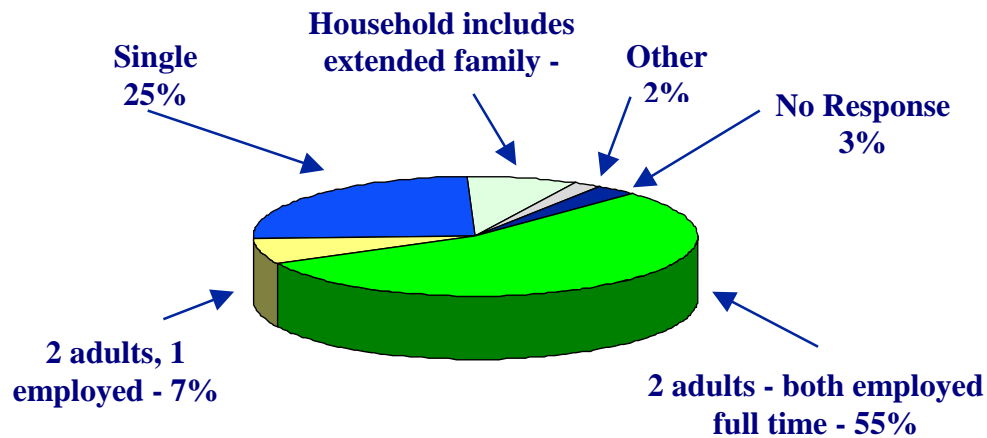
The majority of respondents (81%) were between the ages of 25 and 55 years old. The majority of parents (87%) were also between the ages of 25 and 55, and 1,520 (88%) of the children reported about in the survey belonged to these parents. The following chart shows that the majority of Maricopa County employees are in their childbearing years and approximately 40 percent are in the age category (46+) most likely to be facing older/adult dependent care responsibilities. Some employees in this age category are dealing with both child and older adult care issues simultaneously.



Age	Number	Percent	# of Parents	% of Parents	# of Children	% of Children
Less than 25	231	8.4	111	10.7	175	10.2
25-35	737	26.8	430	41.3	764	44.4
36-45	716	26.0	371	35.6	594	34.5
46-55	758	27.5	108	10.4	162	9.4
56-65	288	10.5	18	1.7	23	1.3
Over 65	9	0.3	2	0.2	2	0.1
No Response	16	.5	1	0.1	1	0
Total	2,755	100%	1,041	100%	1,721	100%

QUESTION 3. WHICH BEST DESCRIBES THE ADULTS IN YOUR HOUSEHOLD WHO ARE PART OF YOUR FAMILY UNIT?

Over half (55%) of the employees lived in dual income households. These are the employees who can most likely afford to pay market rate fees for child care services. Of special interest is the fact that 25 percent of the employees indicated that they did not have a spouse or partner. Of these presumably single employees, 20 percent of them were parents. It is interesting to note the wide variety of living situations that make up "family units" in various households. These are reflected in the extensive additional comments that follow.



Adults in Household	Number	Percent	# Parents	% of Parents	# Children
My spouse/partner is employed.	1510	54.8	631	60.6	1,048
My spouse/partner in not employed.	200	7.3	78	7.5	126
I do not have a spouse/partner	684	24.8	209	20.1	346
My household includes extended family	214	7.8	86	8.3	138
Other	25	0.9	5	0.5	8
Combination of responses	16	0.6	5	0.5	9
No response	106	3.8	27	2.5	46
Total	2,755	100%	1,041	100%	1,721

Additional comments:

- 12 - Mother
- 10 - Granddaughter
- 6 - Adult children
- 6 - Parents
- 4 - Parents and siblings
- 3 - Father
- 3 - Mother and brother
- 3 - Handicap son and daughter
- 3 - Adult daughter and 2 grandchildren
- 2 - Mother and sister
- 2 - Sibling
- Widowed father and I (divorced) share a house
- Widow with grandchildren
- Two sons ages 20 and 22 live with me
- Two Down Syndrome adult children
- Three year old grandson
- Stepchildren
- Spouse, brother in law
- Spouse, older children, older grandchildren

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- Spouse is a master's student and employed part-time
 - Spouse employed part-time
 - Spouse, child, mother-in-law
 - Son, grandchildren and great-grandchildren
 - Son will be 18 next month
 - Son who is 29 and disabled
 - Son and grandchildren
 - Sister and mother
 - Sister and grown son
 - Sister and friend (roommate)
 - Single parent with ADHD son, 14, and mother of 89 years
 - Partner lives in other household
 - Parents, sibling, grandparent
 - One adult retarded son
 - Non- related roommates that work
 - No spouse but daughter and grandchildren in my household
 - Myself, my children, & my father
 - Myself and my two children
 - Myself and my son
 - My two roommates are employed
 - My teenage son and myself
 - My spouse/partner is disabled
 - My spouse provides 24 hr. nursing care for handicapped child
 - My spouse is retired
 - My spouse is retired from Maricopa County
 - My spouse is part-time self-employed
 - My spouse is attending college
 - My mother and three children
 - My mother lives with me and she is not employed
 - My mother also lives with us
 - My household will include at least one of my parents soon
 - My household includes foster children
 - My adult daughter lives with me
 - My 80 year old mother lives with me
 - Mother, brother, sister-in-law, niece, godchild
 - Mother with Alzheimer's
 - Mother lives with me
 - Mom lives with us
 - Mom and two children
 - Me, my working spouse, and my 80 year old mother
 - Live with mother, father and brother
 - Live with daughter and 2 grandchildren
 - I work days, my wife works part-time PM
 - I reside with my parents and sibling
 - I live with my mom and her husband
 - I live with my mom and four year old son
 - I live with my daughter and her husband
 - I live with my 88-year-old mother.
 - I live by myself, my mother is in nursing home in Des Moines
 - I have no spouse/partner but live with 2 adult children
 - I have joint custody of my teenage son; he's there part-time
 - I take care of my handicapped parents' needs and live very near
 - I care for my 70 year-old mother
 - I am a student living at home with my mother
 - I am a single woman; my elderly mother lives with me
 - Husband, children, grandchild and mother
 - Household includes parents
 - Grown daughter and son currently living at home
 - Grown children
 - Godparents
 - Future granddaughter living with us
 - Full-time student
 - Father, mother and sister
 - Father and brother
 - Family members live close but not with me
 - Extended family, son, daughter-in-law live with us
 - Extended family - parents
 - Elder mother and father
 - Disabled adult daughter
 - Disabled adult child
 - Daughter and 3 grandchildren
 - Adult daughter
 - Cousins In-Laws
 - Cousin/Roommate
 - College age children and aging parent
 - Care of live-in elderly parents aged: 77 and 80
 - Boyfriend, his brother, and two roommates
 - Both of my parents live with me
 - Baby-sit two grandkids nightly
 - An adult son lives with me

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- Also have 2 adult sons at home
 - Adult stepdaughter
 - Adult special needs child
 - Adult son going to college
 - Adult handicapped daughter
 - Adult daughter also lives with us
 - Grandchild and a partially disabled son
 - 80 year old mother-in-law
 - 7 year old grand daughter
 - 2 grandchildren
 - 2 adult college students and one 12 year old
 - 2 adult children in college
 - 1 adult non-family member lives with us - all adults employed

QUESTION 4. WHICH OF THE FOLLOWING JOBS BEST DESCRIBE YOUR WORK?

Over 70 percent of respondents said they were employed in one of the following three professions: 28% - Professional, 23% - Administrative, and 20% - Support Services. In these three groups, there were a total of 747 parents (72% of all parents) with a total of 1,234 children (72% of all children). While this question is of interest to the total workforce, the information may become even more important when the three sites are broken out separately.

Employer	Frequency	Percent	# of Parents	% of Parents	# of Children
Professional	777	28.2	285	27.4	468
Administrative	644	23.4	270	26.0	462
Support Services	538	19.5	192	18.4	304
Technical	243	8.8	99	9.5	157
Managerial	213	7.7	67	6.4	104
RN/LPN	144	5.2	48	4.6	95
Upper Management	57	2.1	24	2.3	38
Supervisory	57	2.1	22	2.1	34
Combination	30	1.1	11	1.1	16
Physician	3	0.1	1	0.1	2
No response	49	1.8	22	2.1	41
Total	2,755	100%	1,041	100%	1,721

QUESTION 5. YOUR WORK LOCATION IS IN WHICH AREA?

Nearly half (48%) of all respondents worked somewhere in the Downtown Complex. Of these employees, 43 percent or 442 of them were parents, who together, had a total of 701 children age 12 and under and 337 children age five and under. There were 252 parents (24%) who worked in some "other" location not listed in the survey, some of which are described in the table below. Thirteen percent of parent respondents worked in the Durango Complex and had 117 children age five and under. Nine percent worked at the Medical Campus and Vicinity and had 74 children age five and under.

Location	Frequency	Percent	# of Parents	% of Parents	# of Children	# Children Age 5 & Under
Downtown Complex*	1326	48.1	442	42.5	701	337
Other (see list below)	586	21.3	252	24.2	430	192
Durango Complex	295	10.7	130	12.5	227	117
Medical Campus & Vicinity	241	8.7	92	8.8	158	74
Southeast Complex	210	7.6	93	8.9	157	80
No response	97	3.6	32	3.1	48	16
Total	2,755	100%	1,041	100%	1,721	816

* The entire survey had a response rate of 21 percent for the total workforce of 13,000 people. Since Summa was not provided with the actual number of employees at each location, we can only assume that 21 percent of each location subgroup was also represented. If this was true, then Summa could assume that as many as 1,685 children age five and under had parents who worked in the Downtown Complex, 585 children age five and under had parents who worked at Durango; and 370 children age five and under had parents who worked at the Medical Campus. If Maricopa County could provide Summa with actual population information within each location subgroup, we would be able to project much more reliable information about estimated numbers of children by location. This information would be vital for the development of a more accurate child care center budget.

Additional comments

DOWNTOWN COMPLEX

- 30 – 1001 N Central
- 18 – Wells Fargo
- 14 – 411 N Central
- 6 – 3rd Ave. & Jefferson
- 5 – Environmental Services
- 4 – Star Call Center
- 3 – Madison Street Jail
- 3 – Jackson Street Facility
- 3 – Garfield Community/Probation Center
- 3 – Central /Roosevelt
- 3 – 301 W. Jefferson
- 2 – 3003 N. Central Ave.
- 2 – 111S 3rd Ave Phoenix AZ
- 2 – 100 W Washington
- 2 – 222 Central
- Sheriff's Office Wells Fargo location
- Sheriff's Office Data Center
- County Counsel
- 319 W Buchanan (Downtown)
- 225 W. Madison St. Jail
- 2024 N. 7th Street
- 201 W Jefferson
- 1ST. Ave and Washington
- 111 W. Monroe Suit #900
- 102 W. Madison-Downtown
- 101 W. Jefferson

DURANGO COMPLEX

- Juvenile Westside includes Durango

- Durango Jail

MEDICAL CAMPUS

- 6 – 1825 E. Roosevelt
- 5 – MMC
- 2 – 1845 E. Roosevelt
- 16th St & Roosevelt

OTHER

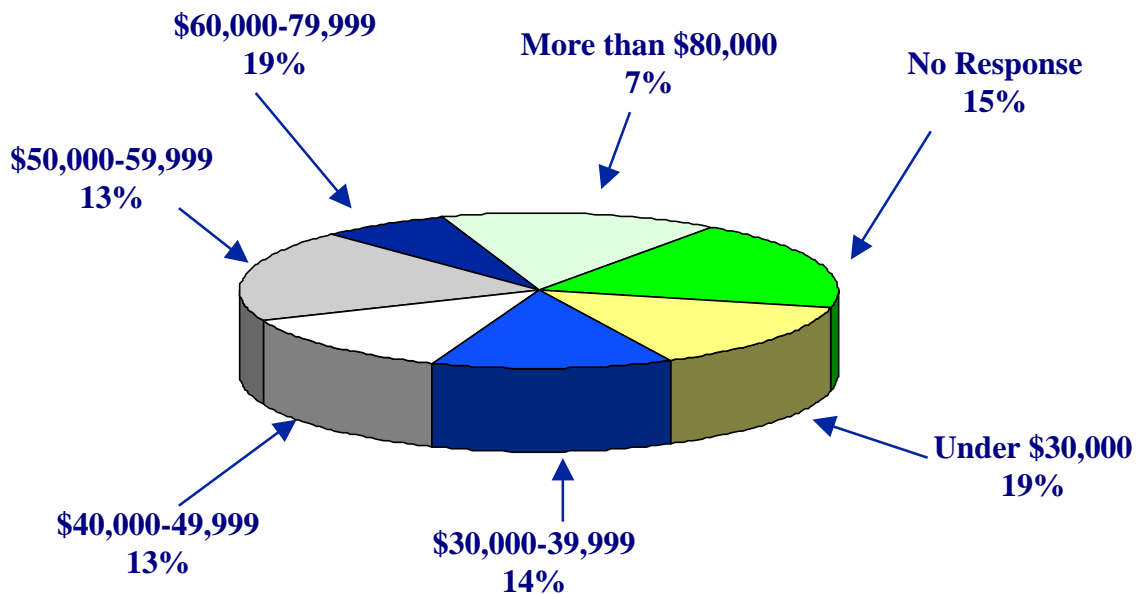
- 30 – Airport Park
- 28 – Glendale
- 17 – University Park Complex
- 15 – 24th Street and University
- 11 – Mesa
- 10 – Public Health
- 10 – North Central Ave.
- 9 – West Side
- 8 – Northeast
- 8 – East Valley
- 7 – Western Regional Center
- 7 – Tempe
- 7 – Scottsdale
- 7 – 67th & Bethany Home
- 7 – 32nd and Shea Blvd.
- 6 – Library District
- 6 – Central and Campbell
- 6 – 35th Ave. and Osborn
- 5 – Northwest Phoenix
- 5 – McDowell HCC
- 5 – Family Health Center
- 5 – 2025 E University
- 5 – 17811 N 32nd St
- 4 – Southeast Regional Library
- 4 – West Mesa Justice Court
- 4 – MIHS – Air Park
- 3 – South Phoenix

- 3 – Health Department
- 3 – 7th Street/Deer Valley
- 3 – 6655 W. Glendale
- 3 – 4520 N. Central Ave.
- 3 – 305 E. Main Mesa
- 3 – PSC Mesa
- 2 – Tolleson
- 2 – Lake Pleasant
- 2 – Grunow Building
- 2 – Gila Bend
- 2 – 540 W. Iron Ave, Mesa
- 2 – 52nd St. /McDowell
- 2 – 1837 S Mesa Drive Mesa
- 2 – 10220 N. 31 Ave.
- WVO 31st Ave./Peoria
- WVO – near metro center
- WRC Glendale
- WFB
- Various - Law Enforcement
- Travel between Durango & Southeast Complex
- Trauma Hospital
- Thunderbird Medical Center
- Thomas WIC
- Surprise
- Sun Lakes
- Sun City West Office
- Southwest Center in Avondale
- SOISC operations center
- Satellite Yard - 19th/Dunlap
- Rotating within the sheriff's office districts and downtown

- Rotate among Durango Glendale and Mesa parks
- Papago Park
- On the road, in the field
- NW Satellite Officer
- North Phoenix
- North East -Scottsdale
- NE Probation-3101 E Shea
- NE Office of Adult Probation 3101 E Shea
- NCR
- MCAO Southeast Juvenile Facility
- Maricopa Workforce Development, Mesa
- Maricopa Long Term Care 31st Ave. and Peoria
- Workforce Development, Glendale
- Litchfield Park
- Gila Bend
- Fountain Hills Library
- Dysart & Bell
- District Three
- Delegate Agency
- Cave Creek
- Avondale
- Area of Cave Creek
- Mesa Assessor's Office
- 6601 W Bethany Home Rd
- 59th Ave & Northern
- 33rd Ave & Thomas
- 3101 E. Shea Blvd & 3200 N. Hayden & Field
- 225 E. Main, Mesa
- 2050 E. University, Mesa
- 2035 N. 52nd St. Phoenix
- 19th Ave & Cactus
- 1255 W. Baseline, Mesa
- 11th St. and Garfield
- University/24th Street

QUESTION 6. WHAT IS YOUR APPROXIMATE HOUSEHOLD INCOME? PLEASE INCLUDE THE INCOME OF ALL WHO CONTRIBUTE FINANCIALLY TO YOUR HOUSEHOLD. WHICH CATEGORY BEST REPRESENTS YOUR GROSS HOUSEHOLD INCOME (BEFORE TAXES) FOR 2000?

Over half of the respondents (1,448 or 53%) lived in a household with an annual income of from \$20,000 to \$59,999. Over half (562 or 54%) of the parent respondents were also in this income group. It should be noted that in Summa's history with surveys, there has never been such a large non-response rate to this question. We might assume, therefore, that because the survey was distributed through the County's own internal EBC email system, many respondents did not trust the survey's actual confidentiality. This question is important as it relates to the development of the child care center budgets and fees for parents. The "affordability" consideration for child care services is obviously impacted by income level. According to this chart, a third of all parents (those making \$40,000 or less) struggle to be able to pay for child care.



					Children 5 & Under	
Individual Household Income	Number	Percent	# Parents	# Children	# Parents	# Children
Under \$9,999	16	0.6	10	13	6	8
\$10,000-\$19,999	142	5.2	78	140	50	75
\$20,000-\$29,999	361	13.1	146	255	92	119
\$30,000-\$39,999	374	13.6	137	224	76	101
\$40,000-\$49,999	363	13.2	139	230	86	118
\$50,000-\$59,999	350	12.7	140	220	81	99
\$60,000-\$69,999	295	10.7	98	159	57	70
\$70,000-\$79,999	235	8.5	95	150	61	83
\$80,000-\$89,999	172	6.2	59	109	34	52
Over \$90,000	37	1.3	11	15	5	5
No response	410	14.9	128	288	82	86
Total	2,755	100%	1,041	1,803	630	816

APPROXIMATE HOUSEHOLD INCOME FOR EMPLOYEES WHO ARE PARENTS AND LIVING IN A HOUSEHOLD WITHOUT A SPOUSE OR PARTNER.

Of the 209 employee parents who did not have a spouse or partner, 159 or 76 percent of them earned an annual household income of from \$10,000 to \$39,999. These parents had a combined total of 277 children age 12 or under and 106 of them were age five and younger. These parents will experience great difficulty in paying market rates for center care unless they qualify for DES financial assistance. This information will be carefully considered in budget development, Phase III.

QUESTION 7. YOUR HOME ZIP CODE?

The variety of zip codes listed below indicates that employees live throughout Maricopa County. It should be noted that because of rounding, total percent equals 98.6.

Zip Code?	#	%
58037	1	0
58044	1	0
58345	1	0
77013	1	0
80248	1	0
80528	1	0
83540	1	0
84254	1	0
85002	1	0
85003	13	0.5
85004	5	0.2
85006	20	0.7
85007	10	0.4
85008	46	1.7
85009	33	1.2
85012	18	0.7
85013	35	1.3
85014	29	1.1
85015	56	2
85016	36	1.2
85017	28	1
85018	42	1.5
85019	19	0.7
85020	49	1.7
85021	36	1.3
85022	35	1.3
85023	28	1
85024	20	0.7
85027	38	1.4

Zip Code?	#	%
85028	11	0.4
85029	50	1.8
85031	25	0.9
85032	54	2
85033	64	2.3
85034	8	0.3
85035	49	1.7
85037	47	1.7
85039	1	0
85040	68	2.5
85041	39	1.4
85043	12	0.4
85044	46	1.7
85045	2	0.1
85046	1	0
85048	22	0.8
85050	19	0.6
85051	53	1.9
85053	24	0.9
85054	2	0.1
85060	1	0
85069	2	0.1
85071	1	0
85073	1	0
85075	1	0
85081	1	0
85085	2	0.1
85086	5	0.2
85087	3	0.1

Zip Code?	#	%
85115	1	0
85201	33	1.2
85202	37	1.3
85203	25	0.9
85204	33	1.2
85205	17	0.5
85206	15	0.5
85207	13	0.5
85208	24	0.9
85210	21	0.8
85211	1	0
85212	7	0.3
85213	15	0.5
85215	2	0.1
85219	5	0.2
85220	10	0.4
85222	3	0.1
85224	45	1.6
85225	58	2.1
85226	25	0.9
85232	1	0
85233	31	1.1
85234	22	0.8
85236	6	0.2
85242	3	0.1
85246	1	0
85248	26	0.9
85249	8	0.3
85250	7	0.3

**MARICOPA COUNTY
SURVEY RESULTS**

JULY 27, 2001

Zip Code?	#	%
85251	26	0.9
85252	2	0.1
85253	2	0.1
85254	23	0.8
85255	4	0.1
85256	1	0
85257	28	1
85258	6	0.2
85259	10	0.4
85260	23	0.8
85262	2	0.1
85268	11	0.4
85279	1	0
85280	1	0
85281	26	0.9
85282	49	1.8
85283	46	1.7
85284	10	0.4
85296	28	1
85299	1	0
85301	49	1.8
85302	48	1.7
85303	38	1.4
85304	27	1
85305	9	0.3
85305	9	0.3
85306	31	1.1
85306	31	1.1
85307	14	0.5
85308	61	2.2
85309	1	0
85310	25	0.9
85323	54	2
85324	4	0.1
85326	8	0.3
85331	10	0.4
85335	11	0.4
85337	2	0.1
85338	38	1.4
85339	4	0.1
85340	6	0.2
85345	56	2
85351	1	0
85353	2	0.1

Zip Code?	#	%
85355	3	0.1
85358	2	0.1
85361	2	0.1
85363	1	0
85373	2	0.1
85374	21	0.8
85375	1	0
85377	1	0
85379	10	0.4
85380	1	0
85381	19	0.7
85382	35	1.3
85385	1	0
85387	1	0
85390	2	0.1
85541	2	0.1
85823	1	0
86039	1	0
86333	1	0
86512	1	0
No response	94	3.4
Total	2,755	98.6%

QUESTION 8. DOES YOUR WORK EVER SUFFER BECAUSE OF THE CHILD CARE RESPONSIBILITIES OF A CO-WORKER?

Over half (55%) of respondents said their work often or sometimes suffered because of the child care responsibilities of a co-worker. This percentage, higher than what Summa typically sees, indicates a “ripple effect” that child care can have on the larger employee base. It also indicates that near-site centers that offer quality, affordable child care will also impact more than parent employees.

Co-worker impact – child care?	Number	Percent
Often	227	8.2
Sometimes	1295	47.0
Never	1168	42.4
No response	65	2.4
Total	2,755	100%

QUESTION 9. DOES YOUR WORK EVER SUFFER BECAUSE OF THE OLDER OR DISABLED ADULT CARE RESPONSIBILITIES OF A CO-WORKER?

Just over a third (37%) of respondents said that their work often or sometimes suffered because of the older/disabled adult care responsibilities of a co-worker. Older/disabled adult care currently impacts fewer employees than child care, however, with elder care responsibilities projected to grow by over 20 percent over the next five years (see Question 15), the negative impact on co-workers may also increase. Elder care responsibilities are typically longer-term, more stressful, and negative than child care issues.

Co-worker impact – elder care?	Number	Percent
Often	89	3.2
Sometimes	926	33.6
Never	1665	60.4
No response	75	2.8
Total	2,755	100%

QUESTION 10. ARE YOU FAMILIAR WITH THE MARIFLEX REIMBURSEMENT PROGRAM FOR CHILD CARE?

Only five percent of the respondents had actually used the MARIFLEX program. Over 25 percent of respondents were not familiar with it at all, and another 18 percent had heard of it, but did not know how it could benefit them. This may suggest that additional communication efforts could increase participation in the Mariflex reimbursement program. As indicated in the next question, those who used to program generally found it beneficial.

Familiar with MARIFLEX for child care?	Frequency	Percent
Yes, I've used it.	143	5.2
Yes, I'm familiar with it, but I have no children.	592	21.5
Yes, I've heard of it, but I don't know how it would benefit me.	506	18.4
No, I'm not familiar with this program.	696	25.3
No response	818	29.6
Total	2,755	100%

IF YES, WAS THE PROGRAM BENEFICIAL TO YOU?

Of the 143 respondents that had actually used the MARIFLEX program for child care, 83 percent of them said the program had been beneficial to them.

Beneficial?	Number	Percent
Yes	119	83.2
No	19	13.3
No response	5	3.5
Total	143	100%

QUESTION 11. ARE YOU FAMILIAR WITH THE MARIFLEX REIMBURSEMENT PROGRAM FOR OLDER OR DISABLED ADULT CARE?

Less than one percent of respondents had actually used the MARIFLEX program for older/disabled adult care. While a quarter of respondents were at least familiar with the program, over half (62%) didn't understand how it works or hadn't ever heard of it.

Familiar with MARIFLEX for older/disabled adult care?	Frequency	Percent
Yes, I've used it.	15	.5
Yes, I'm familiar with it, but I have no older or disabled adult dependents.	675	24.5
Yes, I've heard of it, but I don't know how it would benefit me.	220	8.0
No, I'm not familiar with this program.	1492	54.2
No response	353	12.8
Total	2,755	100%

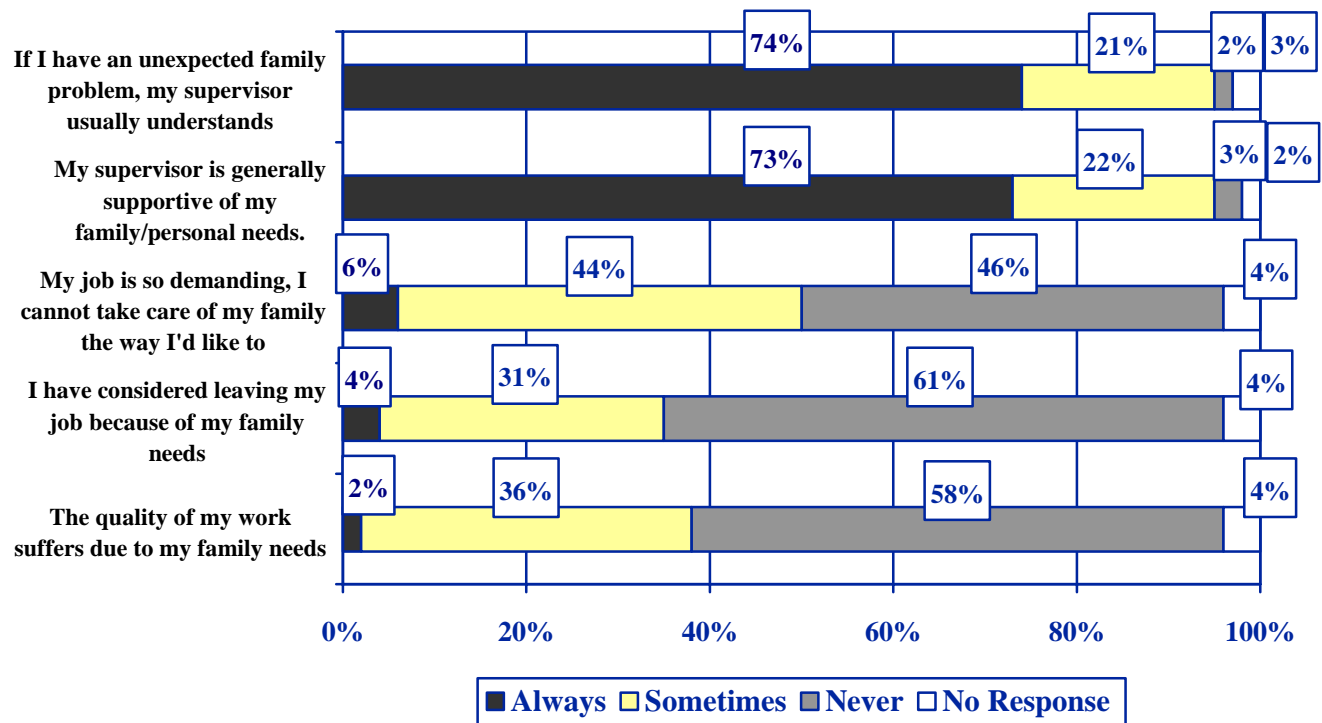
IF YES, WAS THE PROGRAM BENEFICIAL TO YOU?

Of the 15 respondents that had used the MARIFLEX program for older/disabled adult care, five of them said the program was beneficial to them, but six of them said it was not.

Beneficial?	Number	Percent
Yes	5	33.3
No	6	40.0
No response	4	26.7
Total	15	100%

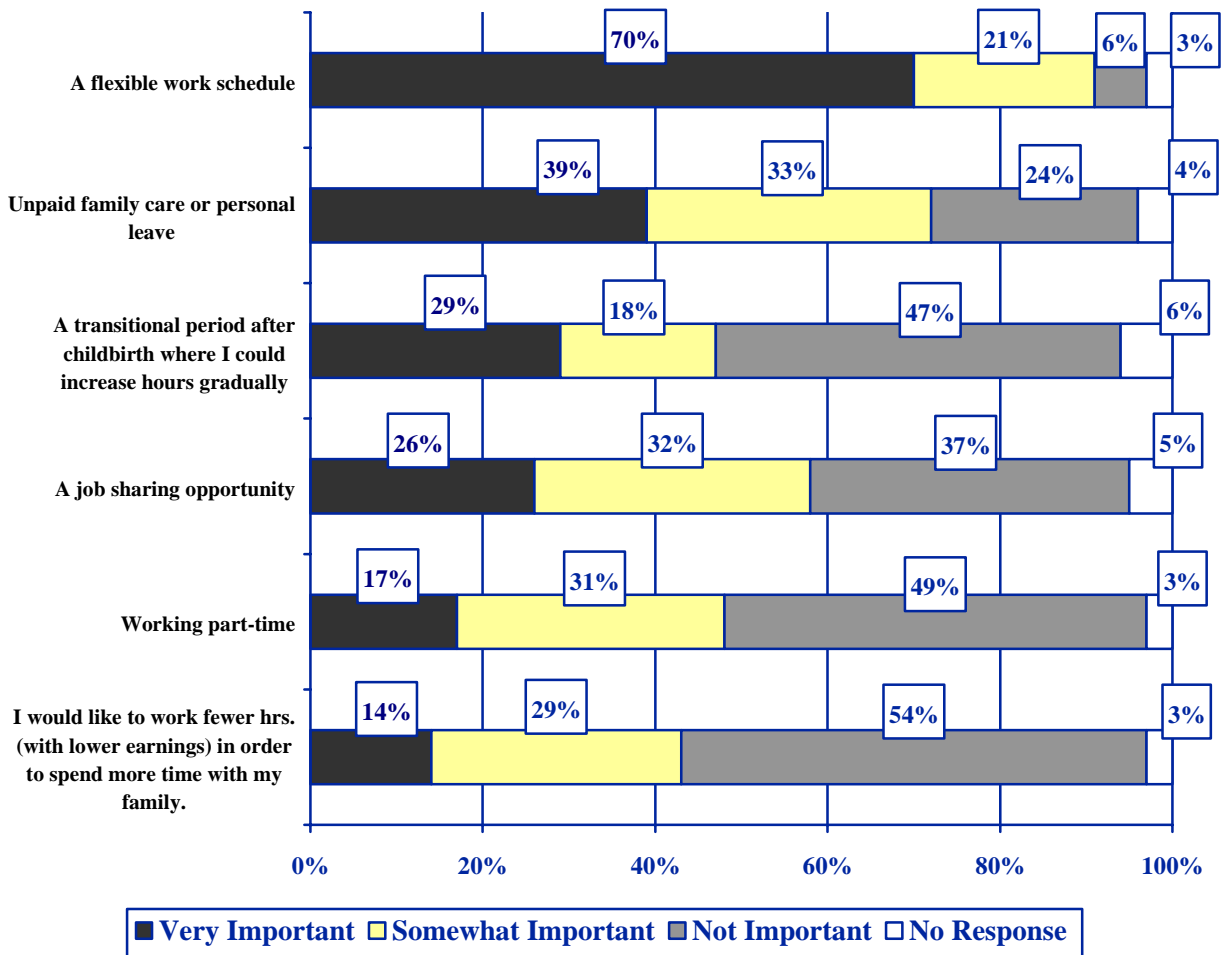
QUESTION 12. PLEASE INDICATE THE EXTENT TO WHICH THE FOLLOWING STATEMENTS ARE TRUE FOR YOU.

For the most part, respondents agreed that their supervisors were generally supportive of their family/personal needs. Compared to other Summa studies, this was a very positive response. It is worth noting, however, that when employees try to balance their jobs with their personal lives, they sometimes find their job is too demanding and they can't take care of their family the way they'd like to. Also noteworthy is the fact that 35 percent of all employees have considered leaving their jobs due to family needs. The chart below indicates that work impacts family life more severely than family needs appear to impact work. With the high cost of recruitment and retention, this chart indicates that it would make good business sense for Maricopa County to create a strategic vision for work/life programs and policies.



QUESTION 13. PLEASE THINK ABOUT THE DIFFERENT FACTORS THAT COULD AFFECT YOUR ABILITY TO MANAGE YOUR WORK AND PERSONAL LIFE. HOW IMPORTANT ARE THE FOLLOWING TO YOU?

Seventy percent of respondents agreed a flexible work schedule was the most important factor in helping them to manage their work and personal lives. Considering four of the options listed below received at least a 25 percent “very important” rating from all employees, all types of flexible work arrangements, including the items below, should be considered and implemented wherever possible by the County.



QUESTION 14. DO YOU HAVE OR EXPECT TO HAVE RESPONSIBILITY FOR A CHILD AGE 12 OR UNDER WITHIN THE NEXT FIVE YEARS?

Over a third (38%) of the respondents had responsibility for a child age 12 or younger. Another 15 percent expected to have a child within the next five years.

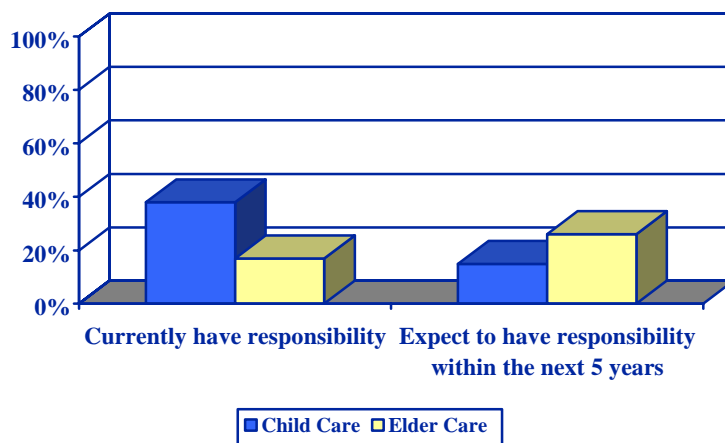
Have or expect to have children now or in next 5 years?	Number	Percent
I currently have responsibility for a child 12 or under	1041	37.8
I expect to have responsibility for a child 12 or under within the next five years	406	14.7
I do not have nor expect to have responsibility for a child 12 or under.	1301	47.2
No Response	7	.3
Total	2,755	100%

QUESTION 15. DO YOU HAVE OR EXPECT TO HAVE RESPONSIBILITY FOR AN OLDER OR DISABLED ADULT?

There were 471 employees (17%) who said they had older/disabled adult care responsibilities, but only 428 of them responded to the elder care section. Another 26 percent indicated that they expected to have such responsibilities in the next five years. Again, the projected growth calls for attention to a strategy for dealing with employees who are faced with elder care issues.

Have or expect to have older/disabled adult care in next 5 years?	Number	Percent
I currently have responsibility for an older/disabled adult	471	17.2
I expect to have responsibility for an older/disabled adult within the next five years	728	26.4
I do not have nor expect to have responsibility for an older/disabled adult.	1475	53.5
No Response	81	2.9
Total	2,755	100%

By comparing questions 14 and 15, it should be noted that, while child care is currently an issue for approximately 38 percent of the workforce, and 15 percent of them expect to start families in the next five years, elder care currently impacts fewer employees (17%). Elder care issues are expected to grow at a much faster rate (26%) over the next five years. This suggests that Maricopa County should give careful attention to the impact of the emerging elder care concerns in the workforce when developing plans for the future.

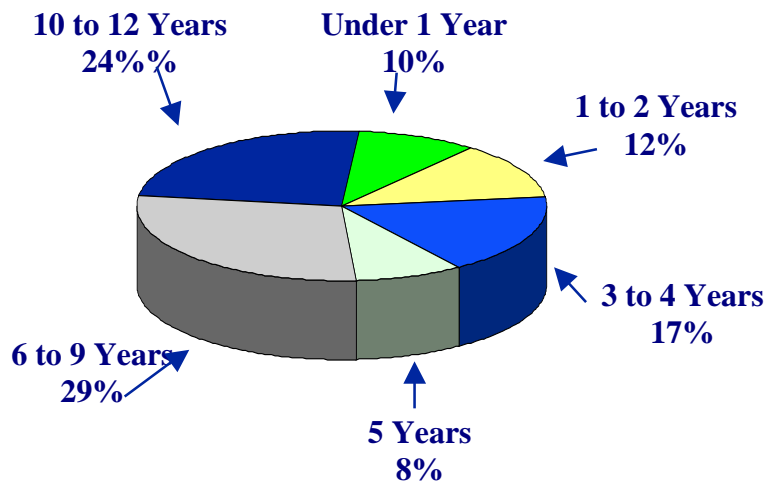


SECTION II –CHILD CARE

QUESTION 16A. FOR HOW MANY CHILDREN UNDER AGE 12 DO YOU HAVE CHILD CARE RESPONSIBILITY?

There were 1,041 parents who reported information about 1,721 children under the age of 12; 816 or 47 percent of these children were age five or younger. These younger children are considered the primary age group for care at a child care center. Given the survey represents approximately one-fifth of the total workforce, the assumption could be made that there are as many as 8,605 total children and 4,080 children five and younger whose parents work for Maricopa County.

Age of Children	# of Children per Age Category	% of Children per Age Category
Under 1 year of age	163	9.5
1 to 2 years of age	211	12.3
3 to 4 years of age	297	17.3
5 years of age	145	8.4
Subtotal	816	47.4
6 to 9 years of age	490	28.5
10 to 12 years of age	415	24.1
Total Children	1,721	100%



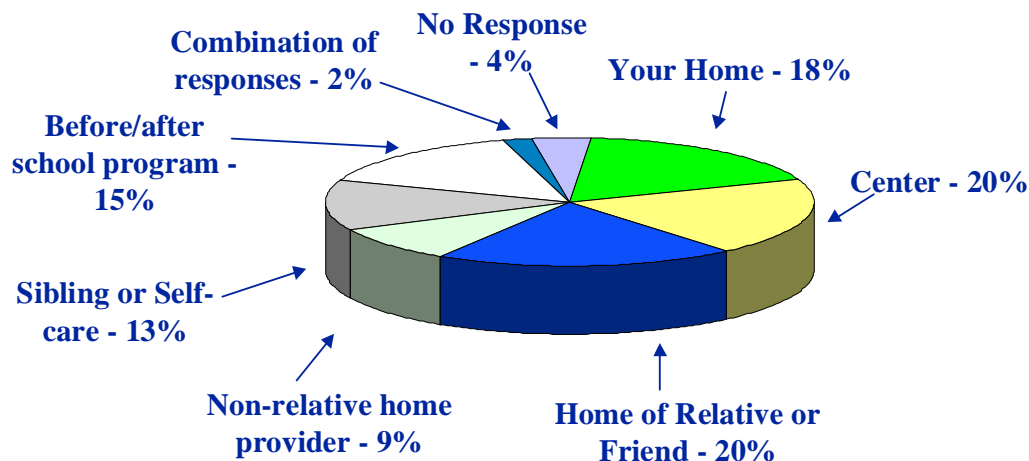
Twenty three percent of parents had three to four children age 12 or younger. It is of interest to note that the average family had 1.65 children and 45 percent of parents only had one child.

Number of Children	Total # of Parents	Percent
Parents with 1 child	544	44.7
Parents with 2 children	342	32.6
Parents with 3 children	127	14.4
Parents with 4 children	28	8.3
Total Parents	1,041	100%

QUESTION 16B. PLEASE INDICATE THE TYPE OF CHILD CARE YOU USE. MARK WITH AN "X" ALL THOSE THAT APPLY FOR EACH CHILD.

Of children age five and under, 256 (31%) parents used a child care center, 194 (24%) used the home of a friend or relative and 181 (33%) used care in their own home. In terms of projecting possible near-site child care center usage, it is encouraging to note that the most frequently used care is in child care centers. Children in homes of friends, relatives and community child care homes are also likely candidates for a Maricopa County near-site center.

Age Category by Care Type	Under Age 1	Age 1-2	Age 3-4	Age 5	Sub-total	% of Sub-total	Age 6-9	Age 10-12	Total	% of Total
Care in your home	46	51	59	25	181	22%	68	61	310	18%
Child care center	28	65	116	47	256	31%	65	15	336	20%
Home of relative or friend	46	49	68	31	194	24%	88	57	339	20%
Home of non-relative care provider	29	40	39	6	114	14%	26	12	152	9%
Sibling provides care	0	0	3	10	13	2%	35	39	87	5%
Child cares for self	0	1	1	1	3	0%	21	114	138	8%
Before-after school program	0	0	2	21	23	3%	154	82	259	15%
Combination of above care types	4	4	4	0	12	1%	12	11	35	2%
No response	10	1	5	4	20	2%	21	24	65	4%
Total children	163	211	297	145	816	100%	490	415	1721	100%



QUESTION 16C. HOW MANY HOURS PER WEEK DOES YOUR CHILD RECEIVE THE ABOVE TYPES OF CARE?

*There were a total of 734 parents (71%) who, together, had 915 children that received an average of 29 hours of child care each week; children age five and younger received slightly more hours of care, 34 hours each week. **Most parents reported that their children received 40 hours of care each week no matter what the age of the child.** This question is particularly important as it relates to projected usage and hours of operation in Phase III of this study.*

Hours for children age 12 and younger

Weekly* hours of care per child:		
Average	=	29
Median	=	27
Mode	=	40
Range	=	3 – 125
Sum	=	25,711
# of children	=	915 of 1,041

Hours for of children age 5 and younger

Weekly* hours of care per child:		
Average	=	34
Median	=	32
Mode	=	40
Range	=	3 – 125
Sum	=	19,201
# of children	=	569 of 816

** Many respondents answered this question with what seemed to be hours per month rather than hours per week. Answers to this question that were more than 60 hours per week, per child, therefore, were divided by four to convert per month hours to per week hours.*

QUESTION 16D. HOW MUCH DO YOU PAY PER WEEK FOR CARE OF YOUR CHILDREN?

Each week, 700 parent employees (67%) spent an average of \$130 (\$81 per child) for child care. This includes all ages of children and all types of care arrangements.

Weekly cost for care provided per parent:		
Average	=	\$130
Median	=	\$108
Range	=	\$2.00 - \$700
Parents who pay	=	700 of 1,041

Weekly cost for care provided per child:		
Average	=	\$81
Median	=	\$75
Range	=	\$1.00 - \$400
# of children with paid child care	=	1,197 of 1,721

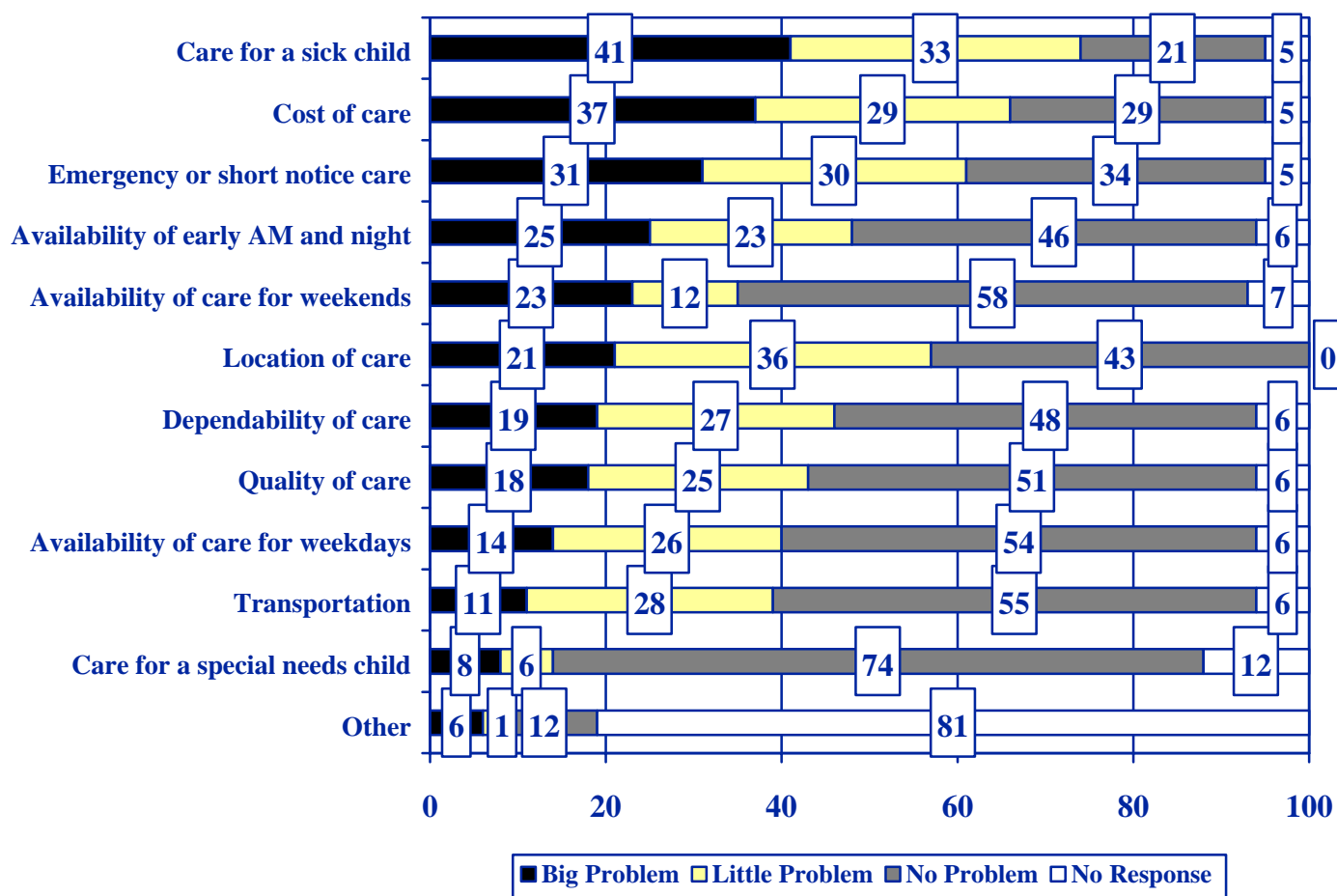
WEEKLY COST OF CARE FOR EMPLOYEES WHO USE A CHILD CARE CENTER.

*There were 213 parents with 277 children age 5 or younger who used a child care center. **These parents paid an average of \$97 per child each week for child care.** This is important information as it is the basis for building parent fees for any Maricopa County child care center.*

Weekly cost per child age 5 or under:		
Average	=	\$97
Median	=	\$99
Range	=	\$8 - \$350
# of children with child care center	=	277 of 816

QUESTION 17. RELATED TO WORK. DURING THE PAST YEAR, HOW BIG OF A PROBLEM HAVE THE FOLLOWING CHILD CARE ISSUES BEEN FOR YOU?

In general, the most problematic child care issues parents face were 1) finding care for a sick child, 2) the cost of care, 3) emergency or short notice care, and 4) finding care early mornings and nights. This ranking is typical of other Summa studies. Sick child care services are expensive and hard to find. While there are services available Valleywide such as the home-based service through Child & Family Resources, employers typically have to subsidize 80 percent of the cost of care to encourage usage. Emergency care and care for odd hours also ranked high because this type of care is traditionally provided by friends/relatives and calls for the employee to create a "patchwork" support system. These types of arrangements often fall apart. If desired, the near-site centers could address emergency care, cost of care, and the need for extended hour care. The decision to do so is often budget based and will be explored for Maricopa County in Phase III. The next phase will also clarify if employees at each sites rank their problems differently.



“Other” comments:

- After school care problems w/family
- Can't use FMLA when child is sick
- Care for child when day care is closed
- Care outside of normal hours-conferences
- Child school conferences short notice
- Cost of summer care is a great burden
- Day care provider arrested for neglect.
- Daycare closed on holidays
- Days when there is no class
- Dependable/nearby adults to watch child

-
- Dropping /picking up from .5day school
 - Ex Mother in-law doing the care
 - Finding intermittent care
 - Finding appropriate care
 - Finding care close to home
 - Getting off work to care for sick child
 - Having to stay late at work
 - High cost of summer activities
 - Holiday times
 - Hours-babysitter won't work past 5:30
 - Huge amount of time away from kids
 - I do not make enough money
 - I don't make enough to pay childcare
 - I have a hearing impaired child
 - I have trouble keeping sitter
 - Last minute overtime needs
 - Leaving work for sick child
 - Little income to place child in preschool
 - Problem when caregiver gets sick
 - Released from school 2 different times
 - Reliable babysitter
 - Work nights; spouse works days
 - Someone to watch him during the summer
 - Spouse left County due to no day care
 - Summer care – and school holidays
 - Summer care problem-cost for all day
 - Time child is home alone w/o supervision
 - Time spent in daycare due to commute
 - Transportation to and from school
 - Unexpected late shifts req. by supervisor.
 - Year round school - 3 week breaks-high cost
 - Youngest child has muscular dystrophy

QUESTION 18. APPROXIMATELY HOW MANY *TIMES* DURING THE PAST 12 MONTHS HAVE YOU:

A. CHANGED YOUR CHILD CARE ARRANGEMENTS?

As reported by 553 employee parents (53% of all parents), child care arrangements were changed, an average, four times last year. This lack of quality, consistent care means that many parents are having difficulty securing reliable care arrangements and that children are being forced to bond with a new caregiver up to four times each year. Consistency of care providers is a significant “quality indicator,” and children who lack this consistency can risk having their emotional security scared, and sometimes severely impacted, for life. If Maricopa County moves forward with the creation of a near-site center, and builds a budget with appealing salaries and benefits for staff, they will be making the first step toward creating the quality of care that is both developmentally appropriate for children and desired by most Maricopa County employees.

TIMES changed care arrangements		
Average	=	4
Median	=	3
Range	=	1-48
Sum	=	2,341
Total Respondents	=	553 of 1,041

B. LEFT YOUR CHILD(REN) HOME ALONE FOR ANY LENGTH OF TIME TO BE AT WORK?

Children were left home alone an average of 14 times last year by 229, or 22 percent, of all parents. It is most alarming to note that 64 parents of children age five and under left their children home alone an average of 13 times last year.

Children age 12 and younger

TIMES left child alone to be at work		
Average	=	14
Median	=	10
Range	=	1-99
Sum	=	3,310
Total Respondents	=	229 of 1,041

Children age 5 and younger

TIMES left child alone to be at work		
Average	=	13
Median	=	10
Range	=	1-90
Sum	=	883
Total Respondents	=	64 of 1,041

QUESTION 19. APPROXIMATELY HOW MANY DAYS DURING THE PAST 12 MONTHS HAVE YOU:

A. MISSED WORK DUE TO A BREAKDOWN IN CHILD CARE?

Nearly half of parents (47%) reported missing an average of five days (for a total of 2,234 days) over the past year because of a breakdown in their child care arrangements. At an average classified position salary of \$16.35 per hour, the lost productivity time is valued at a low of \$292,207 and a high of \$1,461,036. If the same calculations were done for non-classified positions (\$31.04 per hour), the value of lost time would range between \$554,747 and \$2,773,734. The larger figure takes into consideration the fact that the County workforce is actually five times larger than the survey response.

DAYS missed due to care breakdown		
Average	=	5
Median	=	3
Range	=	1-50
Sum	=	2,234
Total Respondents	=	493 of 1,041

B. MISSED WORK DUE TO YOUR CHILD(REN)'S ILLNESS?

Seventy five percent of parents missed an average of six days (5,031 days total) last year because of an ill child. Therefore, caring for sick children could be costing the County between \$3,290,275 and \$6,246,489 in lost productivity. Calculations are as follows: \$130.80 a day X 5,031 = \$658,055 X 5 = \$3,290,275 or \$248.32 a day X 5,031 = \$1,249,298 x 5 = \$6,246,489.

DAYS missed due to child illness		
Average	=	6
Median	=	5
Range	=	1-100
Sum	=	5,031
Total Respondents	=	785 of 1,041

QUESTION 20. HOW MANY EXTRA MILES DO YOU DRIVE PER DAY IN ORDER TO PICK UP OR DROP OFF YOUR CHILD?

Over half, (56%) of parents reported that they drove, on average, an extra 8.6 miles per day in order to pick up or drop off their child. Several respondents claimed to travel over 50 miles per day; and two people, who were not included in the calculations below, reported traveling 100 and 116 miles per day, respectively. Using the following calculation, Summa determined that employees who responded to the survey are driving 1,312,532 extra miles annually to transport their children to child care. Calculation: 260 days worked each year X 8.6 miles traveled per day = 2,236 miles traveled per year per person X 587 parents = 1,312,532 total miles traveled for child care each year. Projecting that out to the total workforce (1/5 of the total workforce responded to the survey), there could be as many as 6.6 million extra miles traveled by County employees each year to transport children to and from child care.

MILES travel daily for child care		
Average	=	8.6
Median	=	5
Range	=	1 – 68
Sum	=	5,026
Total Respondents	=	587 of 1,041

QUESTION 21. INDICATE YOUR STRESS LEVEL IN DEALING WITH YOUR CHILD CARE RESPONSIBILITIES ON A REGULAR BASIS?

Over 60 percent of parents reported being stressed regularly or at least somewhat stressed about child care responsibilities on a regular basis. Studies show that employees who are stressed are less productive at work, often miss more work and are more likely to have health related problems.

Child related stress	Number	Percent
Stressed regularly about child care	235	22.6
Somewhat stressed about child care	397	38.1
Rarely stressed	266	25.6
Never stressed	82	7.9
No response	61	5.8
Total	1,041	100%

QUESTION 22. HAVE YOU EVER CONSIDERED QUITTING YOUR JOB DUE TO CHILD CARE PROBLEMS AND RESPONSIBILITIES?

Over 40 percent of parents had considered quitting their jobs because of their child care problems and responsibilities. Turnover studies often point out that turnover costs are at least 75% of an annual salary. At the lower average salary of \$130.80 a day (classified), the cost for every employee lost would be \$25,506. While there is no way to accurately project exact costs if half of those reporting to be considering leaving their job actually left, it would cost the County an estimated \$5,381,766 in turnover related costs. Calculation: \$25,506 X 211 (50% of the 422 parents who are considering quitting) = \$5,381,766. See Appendix H for study on turnover costs.

Considered quitting?	Number	Percent
Yes	422	40.5
No	558	53.6
No response	61	5.9
Total	1,041	100%

QUESTION 23. APPROXIMATELY HOW MUCH TIME DO YOU SPEND WHILE AT WORK DEALING WITH YOUR CHILD CARE RESPONSIBILITIES ON A WEEKLY BASIS?

Eighteen percent of parents report they spend between 30 minutes and more than two hours a week of work time dealing with child care concerns. As the chart below points out, almost two percent spend more than two hours a week at work dealing with these issues. In comments, parents report they would do less of this if near-site care were available.

Amount of time spent at work?	Number	Percent
Rarely	550	52.8
Up to 30 minutes	239	23.0
30 to 60 minutes	105	10.1
1 to 1 ½ hours	54	5.2
1 ½ to 2 hours	12	1.2
More than 2 hours	19	1.8
No response	62	5.9
Total	1,041	100%

QUESTION 24. WHICH OF THE FOLLOWING, IF ANY, HAVE YOU EXPERIENCED AS A RESULT OF YOUR CHILD CARE RESPONSIBILITIES? SELECT ALL THAT APPLY.

Sixty-one percent of parents reported that their child care responsibilities make them unable to work longer hours, and over half (51%) said they were unable to work different shifts. These responses are typical given the shortage of child care available for extended hours and week-ends.

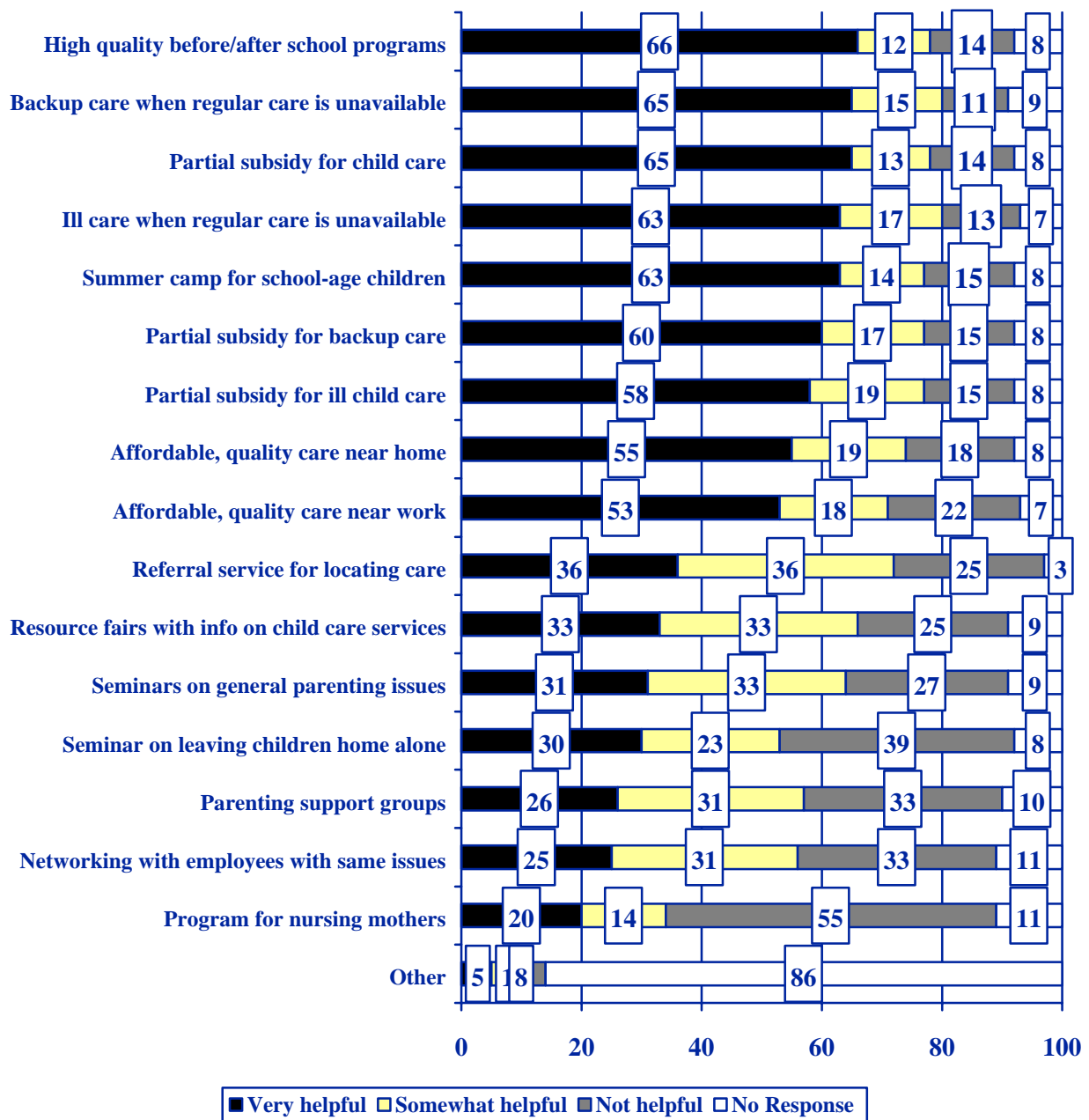
Number of Parents	Percent	Ranked order of inabilities to work due to child care
631	61%	Inability to work longer hours
527	51%	Inability to work different shifts
227	22%	Inability to travel related to work
236	23%	Inability to be as productive as possible
257	25%	Inability to take training related to work
200	19%	Inability to feel loyal to my employer
104	10%	Inability to accept a promotion
5	.005%	Other (see below, includes comments from all categories)

“Other” comments:

- Absences affect reviews
- Changed divisions
- Emotional instability
- Guilt when late or have to leave early
- Have to alternate schedule with spouse
- Household income cut in half
- I had to switch to nights
- I leave by 5 but take work home always
- Inability to share load with coworkers
- Inability to transfer
- Inability to carpool
- Inability to continue college
- Inability to give full attention
- Inability to raise my std of living
- Inability to stay in prior post
- Inability to work at certain times
- Inability to work longer hrs
- Inability to work shift
- Lack of trust for my employer
- Lost projects due to hours
- Must work different hours than my spouse
- My child only stays alone for ½ hour
- Not able to work weekends
- Others have to cover me when I'm gone
- Participate in Flex Schedule
- Preoccupied with child's care while working
- Put career on hold
- Spouse forced to stay home
- Staying late for projects
- Thinking about retiring earlier than I would otherwise
- Took lower level job
- Treated different from co-workers
- Unable to join committees
- Unable to work after 6 p.m.
- Unable to work any over time if offered.
- Worried about job when kids are sick

QUESTION 25. THINKING ABOUT YOUR CHILDREN, HOW HELPFUL WOULD THE FOLLOWING SERVICES BE TO YOU IN BALANCING YOUR WORK AND FAMILY RESPONSIBILITIES?

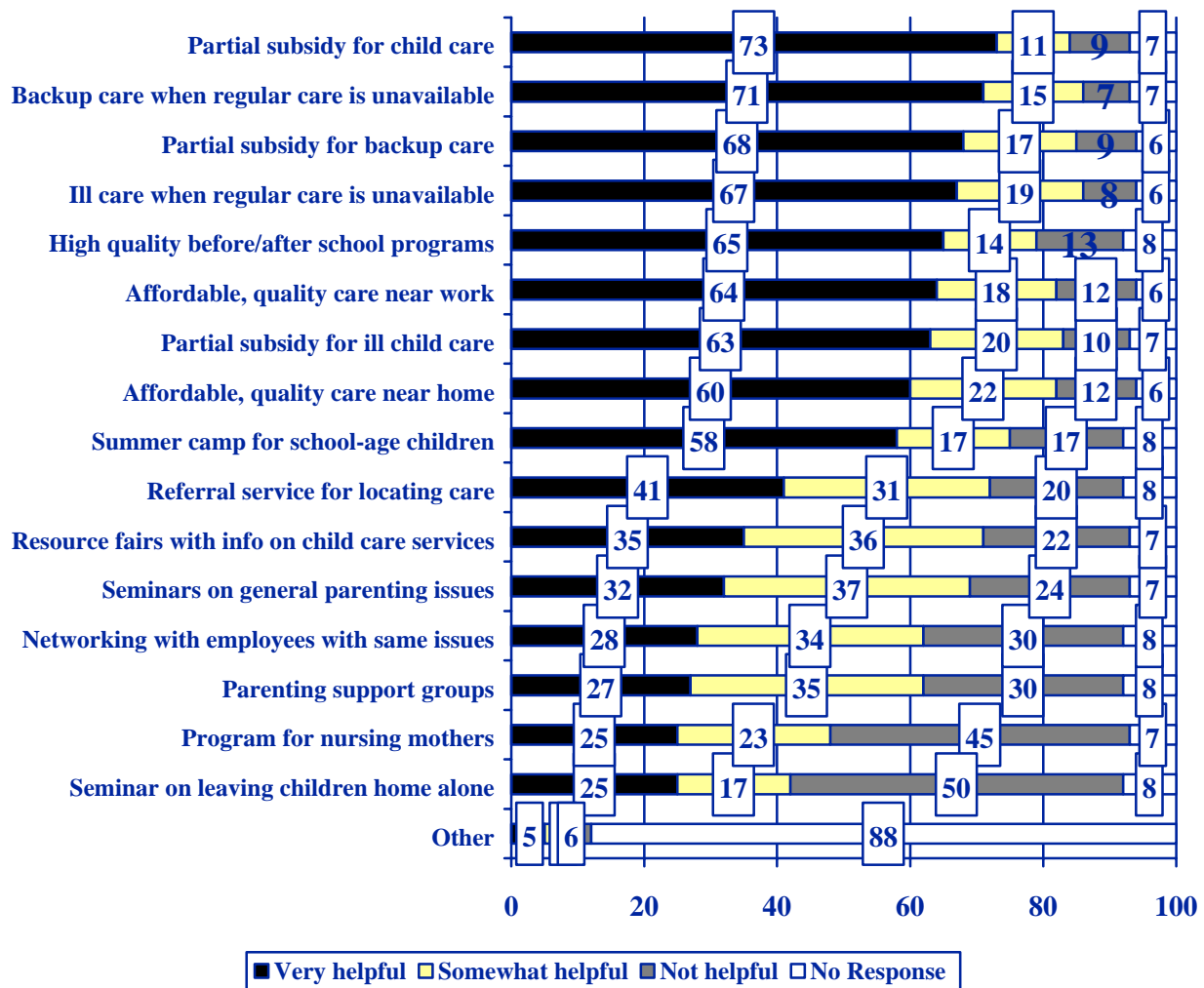
Over half of all parents indicated that the most helpful services for helping them balance their work and family responsibilities would be 1) high quality before and/or after school programs, 2) backup care when regular care is unavailable, 3) partial subsidy for child care, 4) ill care when regular care is unavailable, 5) summer camp for school age children, 6) partial subsidy for backup care, 7) partial subsidy for ill child care, 8) affordable, quality care near home, and 9) affordable, quality care near work. This performance ranking is impacted by the fact that over half of the children needing some type of child care are school age and require different types of services than preschool age children. It does show that a near-site center that offered a sliding scale payment schedule and opportunities for backup care would support the needs of over half of the County's parent employees. It should be noted that 85 percent of parents of children age 5 and under indicated an interest in using a near-site child care



center. The research team recommends that Maricopa County also look into providing some of the support services that ranked lower than 50 percent on the following chart. Many of these options are inexpensive or even free and would make a statement about the County's family-friendly work environment. Additionally, the research team suggests the County make lactation spaces available for breastfeeding employees. There is significant research on the benefits of breastfeeding and its impact on the health of the child and, therefore, on the absenteeism (or lack thereof) of the working mother. See Appendix G for information specific to the advantages of breastfeeding to the family and the employer.

Helpful services for parents of children age 5 and younger

Because the above chart showed the preferences of all parents and the proposed near-site centers would primarily serve only preschool age children, the researchers broke out this question to look at parents with children five and under. Some parents who responded would have both a school-ager and a preschool age child. It should be noted that the near-site centers could meet several of the preferences listed if they offered a sliding scale fee schedule and assistance with backup care. For parents of children age five and younger, the most helpful services for helping them balance their work and family responsibilities would be 1) partial subsidy for child care, 2) backup care when regular care is unavailable, 3) partial subsidy for backup care, 4) ill care when regular care is unavailable, 5) high quality before and/or after school programs, 6) affordable, quality care near work, 7) partial subsidy for ill child care, 8) affordable, quality care near home, and 9) summer camp for school-age children.



Additional comments:

- Flexibility in work hours telecommute
- 24 hour Child Care at Durango
- A site for child care near work
- Adoption Support Groups
- Affordable childcare for newborn/infants
- Affordable daycare at or near work
- Allow telecommuting when kids are sick
- Alternative work hours/days
- Care for extended family - "children"
- Day care centers for special needs child
- Emergency ride home vouchers
- Flex schedule (7:30-4:30)
- Flexibility in work hours
- Flexible hours, child care transportation to/from school
- Free child care
- I am happy with my current situation
- Increased income
- In-house child care center
- Job share
- Job Sharing / Part-time / Telecommuting
- I just need stable, affordable child care
- Not paying if not receiving care
- Nurse on site to ask medical questions about kids
- On site child care
- Partial subsidy for child care
- Pay increase to afford child care
- Preschool age on site child care facility
- Quality child care at office
- Remote access/telecommute
- Seminars on step parenting
- Special needs, emotionally disabled care
- Summer programs
- Supervised child access for separated parents
- Spend lunch hour with child
- Transportation resources
- Transportation/Summer Camp
- We are parents before employees!

QUESTION 26. IF MARICOPA COUNTY WERE TO ESTABLISH ONE OR MORE LICENSED CHILD CARE FACILITIES, OFFER SERVICES AT A COMPETITIVE PRICE, IN A CONVENIENT LOCATION, AND MAKE IT AVAILABLE DURING THE HOURS YOU NEED, WOULD YOU ENROLL YOUR CHILD(REN) NOW OR IN THE FUTURE?

Eighty-five percent of parents with children five and younger were at least somewhat likely to use a near-site center. This very positive response indicates the interest in the centers is clearly there on the part of employees.

Enroll your child age 5 and younger?	Number	Percent
Very likely	367	59.2
Somewhat likely	162	26.1
Not likely	66	10.6
No response	25	4.1
Total	620	100%

QUESTION 27. IF YOU RESPONDED “VERY LIKELY” OR “SOMEWHAT LIKELY” TO QUESTION 26, WOULD YOU USE THE PROGRAM ON A FULL-TIME OR PART-TIME BASIS?

Over 60 percent of those who were very likely or somewhat likely to use a Maricopa County offered child care facility were interested in full-time care.

QUESTION 28. RELATED TO WORK, DURING WHAT HOURS WOULD YOU USE THE CHILD CARE CENTER?

The majority of parents (77%) were interested in daytime care. Most respondents chose not to specify typical hours and days. In planning child care center budgets, this information suggests the planning be done for a very limited service for nights and weekends. Based then on each location and actual budget projections (Phase III of this project), decisions can be made regarding whether to include night and weekend care.

Number of Parents	Percent	Interested hours
804	77.2%	Days
161	15.5%	Weekends
49	4.8%	Evenings
112	10.8%	Nights

QUESTION 29. WOULD AN ON- OR NEAR-SITE CHILD CARE CENTER BE A FACTOR IN RETAINING YOU AS A MARICOPA COUNTY EMPLOYEE?

Over half (53%) of all parents (62 percent of parents with children age five or younger) said that a near-site child care center would be a factor in retaining them as a Maricopa County employee. Using only half of the parents of children under five at a conservative annual salary of \$34,008, the turnover savings would be valued at a low estimate of \$4,922,658. Calculation: 75% of \$34,008 = \$25,506 X 193 employees = \$4,922,658.

Parents of children age 12 and younger

Retain you?	Number	Percent
Yes	551	52.9
No	385	37.0
No response	105	10.1
Total	1,041	100%

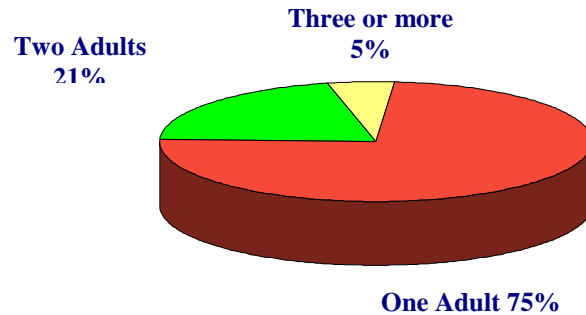
Parents of children age 5 and younger

Retain you?	Number	Percent
Yes	386	62.3
No	191	30.8
No response	43	6.9
Total	620	100%

SECTION III – ADULT/ELDER CARE (FOR THOSE WITH RESPONSIBILITIES FOR AN ADULT PERSON).

QUESTION 30. HOW MANY ADULTS OR OLDER PERSONS ARE YOU RESPONSIBLE FOR AS A CAREGIVER? WE DEFINE “CAREGIVER” AS A PERSON WHO IS RESPONSIBLE FOR PROVIDING PHYSICAL, EMOTIONAL OR FINANCIAL SUPPORT TO AN OLDER OR DISABLED ADULT.

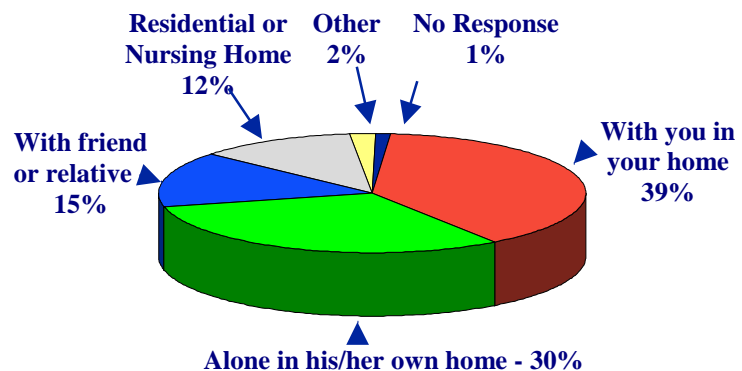
The majority of providers (75%) had just one adult/elder care dependent, 21 percent had two, and four percent had three or more. Combined, there was care being provided to 555 older/adult dependents. For articles of interest on elder caregiving, refer to Appendix I.



Number of adults you care for	Number	Percent
One	319	74.5
Two	91	21.3
Three or more	18	4.2
Total	428	100%

QUESTION 31. WHERE DOES THE ADULT/ELDER PERSON YOU CARE FOR LIVE?

The most common care arrangement (39%) was the adult lived in the home of the employee respondent, although another 30 percent lived in his or her own home.



Adult lives . . .	Number	Percent
With you in your home	168	39.3
Alone in his or her own home	130	30.4
In his or her own home with another friend or relative	66	15.4
In a residential or nursing home type care setting	51	11.9
Other	9	2.1
Combination of the above care arrangements	1	.2
No response	3	.7
Total	428	100%

QUESTION 32. IF THE ADULT/ELDER PERSON YOU CARE FOR DOES NOT LIVE IN YOUR HOME, HOW FAR FROM YOU DOES HE OR SHE LIVE?

While many employees did not respond to this question, reflecting the fact that many adult dependents live in the home of the employee, those who did respond indicated that their adult dependents lived within 10 miles of them (41%). This information, combined with figures from Question 31, shows the reader that 80 percent of caregivers either have their dependent living with them or they live within 10 miles. It is also interesting to note that four percent are dealing with dependents that live more than 50 miles away in Arizona and another eight percent are caregiving across state lines.

Distance Adult Lives From You	Number	Percent
1 to 10 miles away	175	40.9
11 to 20 miles away	68	15.9
21 to 50 miles away	30	7.1
More than 50 miles away in Arizona	17	3.9
In another state	36	8.4
No response	102	23.8
Total	428	100%

QUESTION 33. WHAT TYPE OF CARE DO YOU PROVIDE FOR THE ADULT/ELDER PERSON(S)?

Over three quarters of the respondents provided emotional and physical support for their adult dependent.

Number Care Providers	Percent	Ranked order of adult/elder care used most
336 of 428	78.5%	Emotional – phone calls, visits, providing advice on living arrangements, legal or health issues
372 of 428	86.9%	Physical – meals, transportation, household chores, shopping or personal care
261 of 428	61.0%	Financial – assisting with daily living expenses, medical bills or care arrangements

QUESTION 34. WHEN THE ADULT/ELDER PERSON NEEDS HELP, WHO IS THE ONE RESPONSIBLE TO GIVE IT?

Over 75 percent of care providers were either the sole care provider, the primary care provider getting help from another source, or sharing their care responsibilities with another relative equally.

Responsible care provider?	Number	Percent
You are the sole care provider	118	27.6
You are the primary care provider but get help from another source	113	26.4
You and another relative or care provider share care responsibilities equally	107	25.0
You give help to another primary care provider	38	8.9
You are a long distance care provider	17	4.0
Combination of care providers	7	1.6
Other (see below)	15	3.5
No response	13	3.0
Total	428	100%

“Other” comments:

- Both sole and long distance caregiver
- Different responsibilities
- Hospice
- Husband primary & I help when I come home
- My husband and I share responsibilities
- My kids will help me
- My siblings, husband, son
- My son and grandchild
- My wife is home all day
- Primarily another; I am backup
- Shared duty sometimes with two family members
- Sister is primary care provider
- Sole care provider for emergencies, emotional support only
- Spouse helps out
- We are the support for my mother-in-law
- Wife, brother
- Wife has poor health assistance limited

If you receive help in caring for your adult/elder person, who helps you the most on a regular basis?

Sisters and brothers helped care for adult/elder care dependents most often (33%); spouses did 18% of the time.

Receive help?	Number	Percent
Parent	26	6.1
Spouse	77	18.0
Sibling	142	33.2
Friend	18	4.2
Outside service	30	7.0
Other	33	7.7
Combination of help	14	3.3
No response	88	20.5
Total	428	100%

QUESTION 35. WHAT TYPE OF DAY-TO-DAY SERVICES DOES THE ADULT/ELDER PERSON USE?

The most common day-to-day care services provided were minimal support such as transportation and errands followed by homemaker/home maintenance services.

Adult care services used	Number	Percent
Adult day care	3	0.7
Home health care	42	9.8
Meals on wheels	23	5.4
Mental health services	0	0
Companion services	31	7.5
Homemaker/home maintenance service	79	18.4
Assisted living facility	4	0.9
Minimal support/occasional errands, etc.	233	54.3
Other or no response	13	3.0
Total	428	100%

“Other” comments:

- 7 – Nursing home
- 3 – Financial
- 3 – Doctor appointments
- 3 – Cigna visits
- 2 – Total care
- 2 – Medical needs
- Taxes and finances
- Sail program
- Massage therapy
- Laundry
- Intense if parent is ill
- Gomper’s program
- Family help only
- Day program
- Bathing two times per week
- Alzheimer care
- All areas
- 24 hour care
- 1 meal per day

QUESTION 36. ON AVERAGE, HOW MUCH DO YOU SPEND PER MONTH FOR SERVICES USED BY YOUR OLDER OR DISABLED ADULT?

The 226 respondents (53% of all elder care providers) who reported having monthly out-of-pocket expenses spent an average of \$227.04 per month for adult/elder care; half of them paid \$187.50 or more. These additional expenses many times place financial burdens on families.

Weekly Cost for Adult/Elder Care:		
Average	=	\$227.04
Median	=	\$187.50
Range	=	\$20-\$900
Care providers who pay	=	226 of 428

QUESTION 37. WHAT IS YOUR STRESS LEVEL IN DEALING WITH THE OLDER/DISABLED ADULT YOU CARE FOR?

Forty-four percent of older/adult dependent care providers indicated that they experienced constant or frequent stress in dealing with their responsibilities. As with child care, issues related to stress can impact productivity, morale and general health.

Adult care related stress	Number	Percent
Constantly stressed	49	11.4
Frequently stressed	140	32.7
Sometimes stressed	185	43.2
Rarely stressed	33	7.7
Never stressed	6	1.4
No response	15	3.6
Total	428	100%

QUESTION 38. APPROXIMATELY HOW MUCH TIME DO YOU SPEND WHILE AT WORK DEALING WITH YOUR OLDER /DISABLED ADULT CARE RESPONSIBILITIES ON A WEEKLY BASIS?

Thirty-eight percent of care providers rarely spent time at work each week dealing with older/adult dependent care responsibilities, another 25 percent of them spent 30 minutes or less per week. This question showed that 32 percent of employees spent at least 30 minutes a week dealing with elder care responsibilities.

Time spent at work weekly?	Number	Percent
Rarely	164	38.3
30 minutes or less	105	24.5
31 to 60 minutes	59	13.8
1 to 2 hours	34	7.9
2 to 3 hours	24	5.6
3 to 4 hours	11	2.6
More than 4 hours	10	2.3
No response	21	5.0
Total	428	100%

QUESTION 39. HOW MUCH TIME DO YOU SPEND AWAY FROM WORK CARING FOR YOUR OLDER/DISABLED ADULT ON A WEEKLY BASIS?

Over a quarter (27%) of care providers had full-time care responsibilities.

Time spent caring for adult/elder?	Number	Percent
Full-time (i.e. live-in)	114	26.6
Part-time	248	57.9
No response	66	15.5
Total	428	100%

QUESTION 40. IN THE PAST 12 MONTHS, APPROXIMATELY HOW MANY DAYS HAVE YOU HAD TO MISS WORK DUE TO OLDER/DISABLED ADULT CARE RESPONSIBILITIES?

On average, the 199 care providers (46%) who responded to this question missed seven days in the past year because of their care responsibilities; half of them missed over five days. It is interesting to note that this is higher (1 day) than average days missed for sick children. Lost productivity cost the County a very conservative estimate of \$165,593. Calculation: \$130.80/day X 1,266 = \$165, 593.

DAYS missed due to care responsibilities		
Average	=	7.4
Median	=	5
Range	=	1-60
Sum	=	1,266
Total Respondents	=	199 of 428

QUESTION 41. WHICH OF THE FOLLOWING, IF ANY, HAVE YOU EXPERIENCED AS A RESULT OF YOUR OLDER/DISABLED ADULT CARE RESPONSIBILITIES?

The most common work related difficulties regarding elder care were the inability to be as productive as possible or work longer hours.

Number of Adult Caregivers	Percent	Ranked order of work related elder care difficulties
129	30%	Inability to be as productive as possible
105	25%	Inability to work longer hours
51	12%	Inability to feel loyal to my employer
50	12%	Inability to work different shifts
49	11%	Inability to travel related to work
43	10%	Other (see below)
30	7%	Inability to accept a promotion
11	3%	Inability to take training related to work
9	2%	Inability to work a full shift

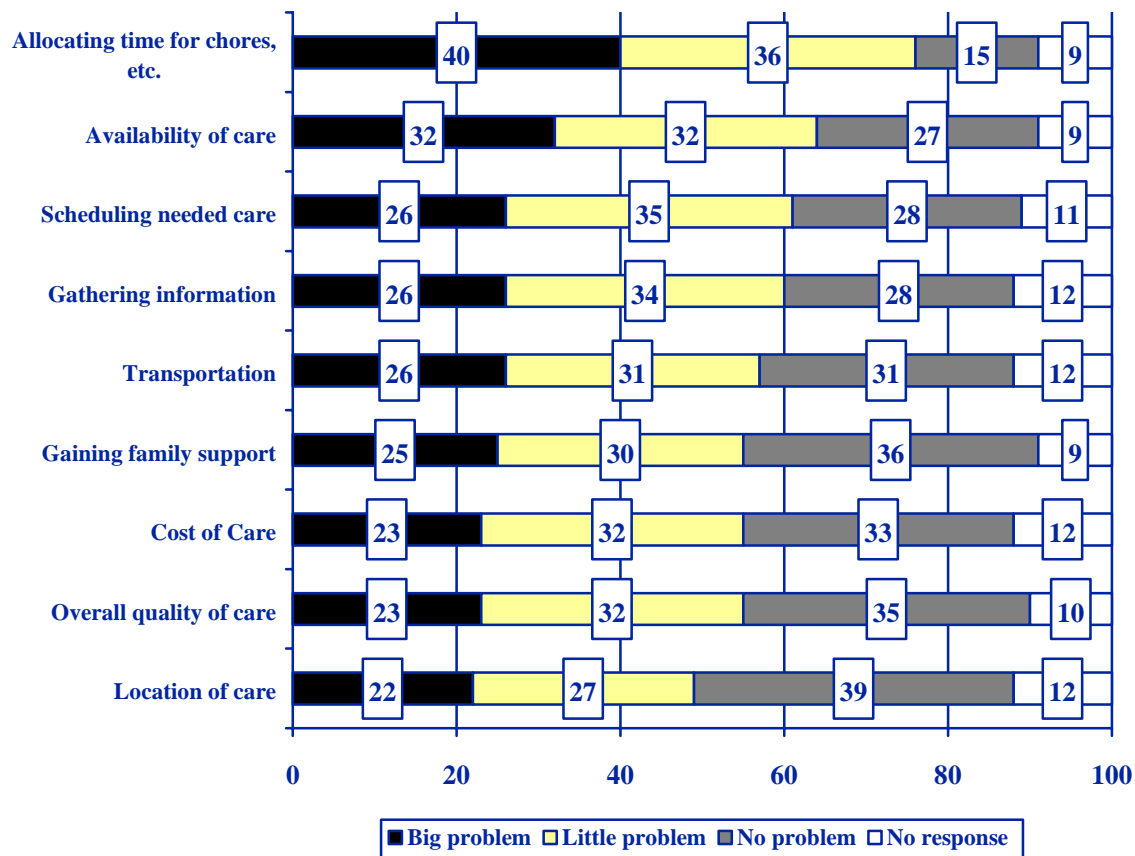
“Other” comments:

- Burn out
- Cannot work days
- Can't help others who are temporarily behind and need a boost
- Can't work extra days
- Concern for them
- Had to take voluntary demotion from supervisory position
- Have not taken vacations
- I isolate my job from this
- Immediate response
- Inability to earn more money
- Inability to feel secure in my job. Fear of dismissal or disciplinary actions
- Inability to fully concentrate on work
- Inability to get upper management support
- Inability to work overtime
- Inability to give notice of not being able to come into work due to unforeseen emergency
- Interference with own personal plans
- Keep current work

-
- Lack of understanding from management
 - Longer hours sometimes, but rarely
 - Loss of pay: productivity, quality program affects the amount of my hourly pay.
 - Missing 4 days
 - Moved from a different state left a job that paid 6000 more per year
 - Need to work overtime to keep up
 - Not allowed to make up time off for medical appointment to keep workload current on desk. This causes stress and feelings of inability. I need the hours on my desk and do not mind putting them in but must take off for appointments.
 - Previously quit the County because I had to pay so much for her care that my salary couldn't cover the difference
 - Stress
 - There wasn't any inability until my hours were changed from 7-4 to 8-5 just last week. I work a second job have to be there at 6 now getting off at 5 I am unable to get my mother's medication done for the next day. Now I have to wake up my 86-year-old mother when I get to her home at 11:30. I feel my productivity is suffering because I did so much purging files from 7-8.
 - Told I needed to work over time to advance
 - Very stressful when she was able to call me at work multiple phone calls to me.
 - Worry about sister
 - Worry and concern

QUESTION 42. HOW BIG OF A PROBLEM HAVE THE FOLLOWING ISSUES BEEN FOR YOU IN PROVIDING FOR THE OLDER/DISABLED ADULT?

Over 25 percent of care providers felt that 1) allocating time for chores and responsibilities, 2) the availability of care, 3) scheduling of care, 4) gathering information about different care options, 5) transportation issues and 6) gaining family support of care were a big problem. The need for more time to do chores/responsibilities is often ranked # 1 in Summa studies. The five problems that follow the need for more time would all be addressed by some degree if Maricopa County would provide a comprehensive information and referral program with consulting available to all County employees.



“Other” comments:

- Access issues due to long distance phone
- Adjustable hours and making up time off
- ALTCS financial concerns/counseling
- AZ ranks last in mental health care!
- Balancing work and long distance phone calls
- Cost is prohibitive to fly back to Iowa
- Dealing with social security
- Difficulty because they live 2 hours away
- Distance and stress
- Divided attention between work/home
- Elderly "total" care is BIG problem
- Emergency visits to hospital
- Getting coworkers for my desk
- He just became disabled I don't know yet
- Keeping crisis manageable
- Lack of interrupted sleep
- Long distance caregiving
- Making doctor appointments/physicals
- My wife isn't healthy so also needs care
- No inexpensive elder medical insurance
- Parent lives on east coast
- Sporadic medical emergencies
- Take all my vacation to visit her
- Uncertainty of the future

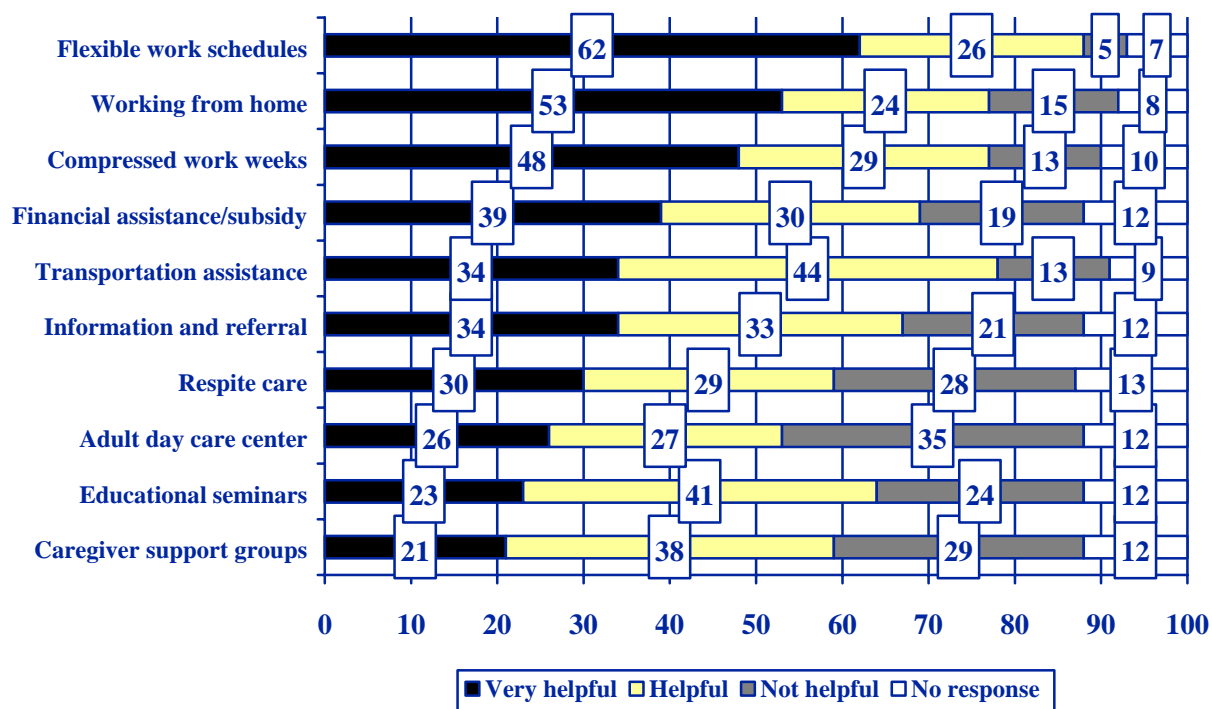
QUESTION 43. HAVE YOU EVER CONSIDERED QUITTING YOUR JOB DUE TO OLDER/DISABLED ADULT CARE DIFFICULTIES?

Twenty-nine percent of care providers had considered quitting because of their care related difficulties. It is of interest to note that national figures show that caregivers of the elderly/disabled are more likely to leave their jobs than parents with child care problems. They are likely to leave their jobs due to the stress involved and the fact that the responsibilities associated with caregiving often escalate, making it almost impossible to work full time. Turnover costs at the low end would be estimated to be \$1,581,372 and at the high-end \$7,906,860 if half of the 124 employees left. Calculation: \$34,008 (annual salary – classified) X 75% = \$25,506 X 62 (half of employees who considered quitting) = \$1,581,372 X 5 = \$7,906,860.

Considered quitting?	Number	Percent
Yes	124	28.9
No	274	64.0
No response	30	7.1
Total	428	100%

QUESTION 44. IF THE FOLLOWING WERE READILY AVAILABLE, HOW HELPFUL WOULD THEY BE TO YOU WHEN TRYING TO BALANCE YOUR WORK AND OLDER/DISABLED ADULT CARE RESPONSIBILITIES?

While basically all services were rated as helpful or very helpful by at least 20 percent of the adult care providers, the most helpful services, reported by 50 percent of care providers were, 1) financial assistance/subsidy, and 2) the opportunity to work from home.



ANALYSIS AND CONCLUSIONS

CONCLUSION #1

Maricopa County should proceed with the final phase of the study which will break down, sort and group the general information collected into data specific to each campus being considered for a near-site child care center: Durango, Downtown and the Hospital.

Approximately 21 percent of County employees returned the survey through written and electronic formats. Thirty-eight percent of total respondents are parents. Over half of the parent respondents (60 percent) have young children under the age of five. (This is the primary group of employees that would use an near-site child care center.) The interest among parent employees in a near-site child care facility is evident; 86 percent of parent survey respondents with children under five said they would be likely to enroll their children in a Maricopa County near-site child care center. Extrapolating these numbers to the entire Maricopa County workforce, there could be a potential of 4,080 children under the age of five belonging to 13,000 Maricopa County employees.

Not only are there enough children to warrant near-site child care centers, the study also found that current child care problems have a serious impact on both parent employees and coworkers. Supervisors of parent employees are also affected. In focus groups and through written survey comments, parents expressed that they are greatly impacted by the need for quality, affordable child care in a convenient location. They stated frustration about the lack of quality child care currently available, the high cost of child care, the lack of sick child care, long commutes to and from day care providers and constant stress regarding their children and child care arrangements just to name a few. One focus group participant stated, *"If you want quality daycare, its no where near work. They (quality daycare centers) are offered only on the outskirts of Phoenix and you pay a considerable larger amount of money."* Many second and third shift and on-call employees are forced to create unreliable, "patchwork" child care arrangements to cover their "odd" hour shifts.

Several survey respondents reported leaving their children home alone while they went to work. Alarming, parents with children five years old or younger, reported leaving their children at home alone a staggering 883 times last year while they worked for Maricopa County. This figure is devastating and indicates that many parents are desperate for a child care solution. Numerous employees reported driving over 50 miles each way to and from day care. Survey respondents alone drove 1,306,760 extra miles last year to transport children to and from care arrangements. Many employees reported feeling really stressed even before they arrived at their work site. Focus group respondents were in agreement that near-site child care centers would greatly reduce stress at work, absenteeism, job turnover, and tardiness and would create an overall better quality of life for parent employees.

According to the powerful comments on surveys, as well as focus group remarks, the County has a lot to gain by creating a system for child care. One focus group participant stated, *"My husband and I were both working as accountants for the County when we had our first daughter. We looked for day care but couldn't find anyplace that we liked so he quit. . . because I had more seniority."* The County could lose as many as 40% of parent employees who report they are considering leaving their jobs because of child care difficulties. If only half of these employees leave their jobs, it could cost the County an estimated \$5.3 million. Survey results showed that 53 percent of parents said a near-site child care center would be a factor in retaining them as a Maricopa County employee.

All of the problems related to child care, mixed with the normal stresses of life and work, can really wear on people. One parent summarized, *"It's hard to feel like you're a good mom and a good worker. I'm doing the best I can in both places and it's really hard."* Coworkers of parent employees also feel the impact of poor child care arrangements as they are forced to stay late and pick up the slack when their fellow employee's child care arrangements collapse. In fact, 55 percent of all survey respondents stated that their work sometimes suffered because of the child care responsibilities of a coworker. This is a significant number given other studies done by Summa. A quality, affordable near-site child care center can be extremely beneficial not only to parent employees but also to the employer and to all coworkers of parent employees. While the final reports, broken down by campuses, may each recommend a near-site center, it is very probable that the size, hours of operation, design and cost will vary among each program. Therefore it is critical that all the study data be broken down into three separate reports detailing information and budgets specific to each of the three campus sites.

CONCLUSION #2

Maricopa County will see a rise in elder care issues among its employees over the next five years. Armed with this information, the County should plan to develop an employee benefit that will assist its employees with their elder care issues.

A significant number of county employees, 16 percent of survey participants, reported having responsibility for an elder/adult dependent. Allocating time, availability of care, researching care options and transportation are all areas of great concern for employees caring for these dependents. As the population of older Americans continues to increase, the number of County employees with elder/adult care responsibilities will also grow. Currently, over half (53 percent) of employees with care responsibilities reported spending over \$200 monthly on dependent care out-of-pocket costs. Twenty-nine percent of employees with these elder/adult care responsibilities had considered quitting their jobs with Maricopa County because of their care related problems. These possible resignations could potentially cost the county several million in turnover costs. Absenteeism is another indirect cost the County incurs due to employees' elder care responsibilities. Employees reported missing more work due to elder care problems than due to sick children. Employees with elder care responsibilities report missing an average 7-1/2 days of work due to problems with elder care. The service most often purchased by employers, to assist employees with elder care issues, is a comprehensive resource and referral service with

access to nationwide data. A comprehensive service including personal counseling for child and elder care with intranet capabilities would cost the County approximately \$156,000 annually.

CONCLUSION #3

Maricopa County should develop a proactive strategy to incorporate flexible work options and a “family friendly” management approach throughout all departments and locations.

Over 70 percent of the overall workforce (based on survey results) expressed the opinion that flexible work schedules would be a very important factor in helping employees manage their work and personal lives. Many employees reiterated this need for flexibility through survey comments and focus group comments. One participant stated, *“I got ‘the talk’ from my boss when I first started here years ago. I had to take time off because my daughter was sick and then he called me in and said, ‘Are you going to be reliable? Do you have extra help to help you out with your daughter?’ At the time I’m saying, ‘Yeah. Yeah. Okay.’ I was totally lying knowing that I didn’t but I had to lie because I couldn’t afford to lose the job.”* Implementing policies that allow employees to choose more flexible work options, that will help them meet both their work and family needs, is another important way to offer benefits to employees, while making the statement that the County is a good place to work and cares about the well being of its employees. A management training program that voices the County’s endorsement of flexible work schedule options as well as sensitivity training for managers in regards to work/life balance issues would be an ideal way to begin implementing a family friendly environment at the County. Additionally, the County should investigate and plan to establish lactation spaces for nursing mothers. These do not need to be elaborate spaces but rather small, private, comfortable areas supplied with an electrical outlet and a chair for women using electric or manual breast pumps to express milk. The County could even look into establishing a breast pump rental program to supply new moms with a pump so they can easily return to work and still breast-feed their babies. Family friendly programs such as the above mentioned can be started on a graduated basis adding smaller programs, such as adoption assistance, child back-up care, sick care, referral service and pet care, to already established well-run programs such as an near-site child care center and an elder care information and referral service.

Throughout the survey section of the report, the calculated results of each question are displayed graphically. A written conspectus accompanies each graph adding comments and information relevant to the results of the survey questions. Where appropriate, a more detailed summary is included to analyze results, drawing conclusions important to objective of the study. See the Survey section of the report for these important analyses and conclusions.

Finally, the focus group report includes five sections of categorized general findings. Because focus group participation consisted of volunteer parents and prospective parents, to term these general findings “conclusions” of the entire study is inappropriate. These general findings are better described as summarized discoveries due to the conversation format of the focus groups conducted. While focus groups are not considered a representative sampling of all Maricopa County employees, they are a **very important** medium used to collect data regarding child care

issues of parent employees of Maricopa County. See the Focus Group Report for a listing of these categorized general findings. Additionally, the survey comments add depth to both the survey figures and the focus group remarks.



**SUMMA ASSOCIATES
PROPOSAL FOR CHILD CARE CONSULTING SERVICES
PHASE I AND III DEFINED**

PHASE I

Phase I will provide child care space design consulting services to the architectural firm and planners designing the Durango child care structure.

PLANNING WITH ARCHITECT

The estimate for space needs will be based on national employer averages in that a comprehensive survey of County employees will not be completed until after the initial space design is finished. Summa will be available to work with the architectural team chosen by Maricopa County for up to 50 hours of design time. Summa team members will give input into original conceptual designs as well as continued input into any additional drawings.

Summa's expertise in designing child care centers will assure that all issues relevant to good early childhood practice are considered in the design phase. Summa's role will be to provide expertise on what's important for children and staff and the shared knowledge of child development in terms of effective space design. Although centers differ in space, a typical design phase includes planning for classrooms, large motor areas (inside and outside), isolation areas, administrative and staff space and service areas.

BASIC SPACE DESIGN PRINCIPLES

Summa's design work will reference state and local day care licensing, health and fire regulations, building and local zoning codes, as well as accreditation guidelines from the National Association for the Education of Young Children (NAEYC). Summa will provide Arizona State licensing requirements as well as NAEYC requirements for accreditation. The architect will furnish fire department, ADA and local zoning requirements.

Summa's philosophy on design suggests that the child care center space must reflect the size of the children and the various ways in which the space will be used. Children spend 9 to 10 hours of their day in this environment; it needs to create a feeling of openness so that the children do not feel confined. The child care environment will take the place of a child's home and neighborhood. Children will spend the majority of their waking time at the center – interacting, learning, creating, and moving. The environment needs to give each child a sense of comfort, security, and purpose for stimulation, as well as a sense of order and beauty. The space should also be multipurpose, accommodating large groups and yet providing private space for individuals.

In addition, the following principles are considered by Summa staff for the health, safety, and well-being of children and their development:



SUMMA ASSOCIATES
PROPOSAL FOR CHILD CARE CONSULTING SERVICES
PHASE I AND III DEFINED

- The center should be aesthetically pleasing.
- The center and classrooms should create a feeling of softness, comfort, security, and texture incorporating the outdoors into the classroom with sunlight and fresh air.
- The center and classrooms have smooth traffic flow.
- The center and classrooms have wall areas for displays, communication, or activities accessible to children.
- Classrooms should optimize use of natural light.
- Classrooms should have full spectrum lighting and/or dimmer or various levels of light throughout the room.
- Classrooms have direct access to the outdoors.
- Classrooms have a balance of carpet and tile.
- The carpet should be durable, and walls and floors should be bleachable.
- Classrooms have adequate storage for children's and teachers' use.
- Classrooms have large open areas that offer flexibility in classroom design and accommodate children's play either in a group or alone.
- Children's bathrooms have child-size facilities.
- The teaching staff should have access to a lounge and bathroom somewhere within the building, allowing privacy, comfort, and association with peers.
- The director needs good visibility within a private space.

PHASE III

Beyond just summarizing the results of a study, Summa's expert staff will develop a set of recommendations relating to building a child care center at three sites: Durango, downtown, and County Hospital. Summa will describe in detail the possible on-site child care centers, if they are justified by survey results. Additionally, estimated budgets for start-up and three years of operation will be provided. These budgets include staffing patterns and income projections based on survey and community information. With this information, along with assistance from Summa's staff, Maricopa County will be able to develop a realistic plan of action for the possible child care centers. Summa will not estimate building construction or land costs but will provide space needs.

Comprehensive Reports

The demographic and child care information will be separated for the three sites mentioned. Three comprehensive reports will be summarized after collecting and analyzing the results from each site and all aspects of the needs assessment. The survey questions are statistically analyzed and presented to reveal a wide range of information. Graphics are used to illustrate findings. Focus groups are summarized and organized by topic. Verbatim comments are also included. Many questions contain return on investment figures for Maricopa County and will assist Maricopa County in projecting such return figures for all possible programs.



SUMMA ASSOCIATES
PROPOSAL FOR CHILD CARE CONSULTING SERVICES
PHASE I AND III DEFINED

Summa will personally present the major findings and recommendations with graphic illustrations to Maricopa County management. All pertinent information will be revealed and any suggested program or policy will be discussed.

Maricopa County Child Care Consulting Services
Proposed Costs

Tasks:	Fees:	
Phase I:		
Design Consulting	\$9,000	
Phase I Sub-Total		\$9,000
Phase III:		
Analyze three sites for potential child care center		
Develop & present three reports including budget work	33,750	
Phase III Sub-Total		33,750
TOTAL PHASE I AND III COST		\$42,750



Facilities Management Department

CHILD CARE NEEDS ASSESSMENT KICK-OFF MEETING

401 West Jefferson, Phoenix AZ 85003
Facilities Management Conference Room
Thursday, April 5, 2001 2:00PM

AGENDA

1. Consultant Introduction
2. Project Schedule
3. Focus Groups
 - a. Composition
 - b. Questions
4. Survey
 - a. Contents
 - b. Distribution
 - c. Collection
 - d. Promotion
5. Next Steps



Facilities Management Department

CHILD CARE NEEDS ASSESSMENT Staff Advisory Committee

201 West Jefferson, Phoenix AZ 85003
Change of Venue Conference Room
Thursday, May 10, 2001 10:00AM

AGENDA

1. Project Schedule Update
2. Focus Group Report
3. Survey
 - e. Review
 - f. Distribution
 - g. Collection
 - h. Promotion
5. Next Steps

MARICOPA COUNTY

Focus Group Discussion Guide

1. Ask open-ended questions.
2. If little response, suggest items under questions one at a time.
3. Always ask for other input before moving on to the next question.

These focus groups are meant to investigate the child care needs of employees. Maricopa County management is trying to gather information and understand child care needs in order to decide whether or not an on or near-site center would be an appropriate employee service for Maricopa County.

This discussion will be recorded so that I will be able to write a report later on. All comments will be used anonymously, and will only be used for the purpose of writing the report.

Before we start, I would like to know your names and a little bit about your family. I am . . .

Thank you! Now we can move on to our discussion of child care needs.

1. What type of child care arrangements do you currently use?

2. What type of difficulties do you currently experience with child care arrangements?
 - Location
 - Availability
 - Scheduling
 - Safety and cleanliness
 - Educational program
 - Alternate emergency arrangements
 - Sick child care
 - Cost
 - Overall quality
 - Transportation
 - Others

Summer care needs for school-age children?

3. What do you like about your current chld care arrangements?

4. a. Do child care difficulties affect your work life?

- Getting to work late/leaving early
- Missing days
- Lower productivity
- Having to quit or getting fired
- Scheduling problems
- Lower morale
- Poor work relationships
- Stress on the job
- Bringing the child to work
- Being disciplined at work
- Others

b. What options will you have when a child care emergency comes up?

5. Have these difficulties affected your job growth or advancement?

- Promotion
- Training

- Longer or different shifts
- Productivity
- Balancing work/family responsibilities
- Others

6. If Maricopa County were to build an on- or near-site child care center, would you use it for your children?

Would there be an interest in second or third shift?

Is there a need for extended hour care for job-related activities?

7. What would you expect from such a center?
- Educational component
 - Ratios
 - Equipment
 - Teachers

- Facility

- Parent involvement

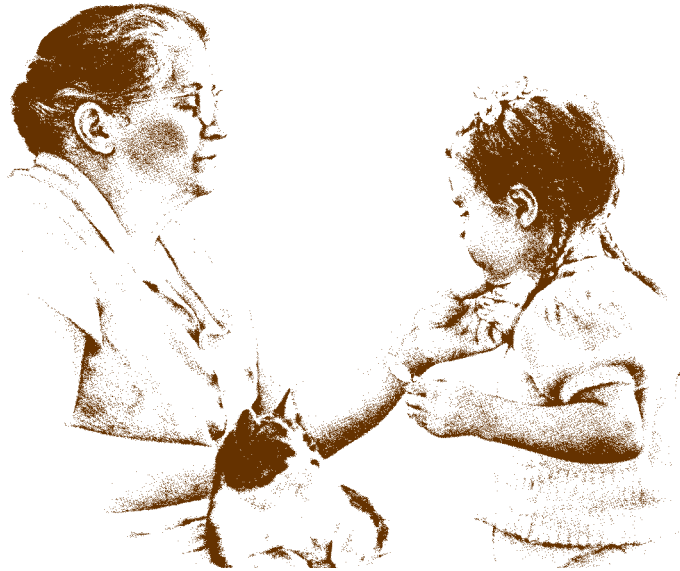
8. What do you consider an “affordable” yet “fair” price for service per week?

9. How would such a center affect your work life?

- Scheduling
- Turnover
- Advancement
- Reduced stress
- Others?

Other Comments:

EMPLOYEE WORK/LIFE SURVEY



Are you concerned about child or elder care issues?

For yourself?

For your co-workers?

For those you supervise?

This is your opportunity to tell us about your concerns!

**We need your completed survey whether or not
*you have child or elder care needs.***

The survey will be completely confidential—please be candid.

**Please return the completed survey to your Human Resources Liaison or
other designated individual in your department.**

THANK YOU FOR YOUR HELP!

Office of the
County Administrative Officer



May 14, 2001

TO: All Maricopa County Employees

FROM: David R. Smith, County Administrative Officer

SUBJECT: Employee Work/Life Survey

If you are an employee who works for a Maricopa County elected, judicial, or appointed official, I invite you to participate in this Work/Life survey. As we plan for new and expanded facilities, we are considering workforce needs. These include child and elder care programs. Even if you do not expect to need these services, I encourage you to respond in order to communicate how your co-workers' challenges affect your work.

Maricopa County has contracted with an outside consulting firm, Summa Associates, to conduct a CONFIDENTIAL, comprehensive employee survey related to child and elder care needs. The goal of the survey is to understand the types of child care difficulties employees face and to determine the feasibility of near-site child care centers.

The survey will be available on the EBC from May 14 through May 30. If you do not have access to the EBC, please see your department's personnel liaison or HR department for a paper copy of the survey.

Thank you for your participation.

SECTION I – WORK FORCE DEMOGRAPHICS

By placing an “X” in the appropriate box, please indicate your response. All responses are confidential.

- [illegible]

10. Are you familiar with the MARIFLEX reimbursement program for **child care**?

- ☐ Yes, I've used it. => If yes, was the program beneficial to you? ☐ Yes ☐ No
- ☐ Yes, I'm familiar with it, **but I have no children.**
- ☐ Yes, I've heard of it, but I don't know how it would benefit me.
- ☐ No, I am not familiar with this program.

11. Are you familiar with the MARIFLEX reimbursement program for **elder or disabled adult care**?

- ☐ Yes, I've used it. => If yes, was the program beneficial to you? ☐ Yes ☐ No
- ☐ Yes, I'm familiar with it, **but I have no elder or disabled adult dependents.**
- ☐ Yes, I've heard of it, but I don't know how it would benefit me.
- ☐ No, I am not familiar with this program.

12. Please indicate the extent to which the following statements are true for you.

	Never	Sometimes	Always
a. My supervisor is generally supportive of my family/personal needs.	1	2	3
b. If I have an unexpected family/personal problem to take care of, my supervisor <i>usually</i> understands.	1	2	3
c. I have considered leaving my job because of my family/personal needs.	1	2	3
d. The quality of my work suffers due to my family/personal needs.	1	2	3
e. My job is so demanding that I cannot take care of my family or personal responsibilities the way that I would like.	1	2	3

13. Please think about the different factors that could affect your ability to manage your work and personal life. How important are the following to you?

	Not important	Somewhat important	Very important
a. Working part-time.	1	2	3
b. A transitional period after childbirth where you could gradually increase your hours at work.	1	2	3
c. A flexible work schedule.	1	2	3
d. A job sharing opportunity.	1	2	3
e. Unpaid family care or personal leave.	1	2	3
f. I would like to work fewer hours (with lower earnings) in order to spend more time with my family/personal responsibilities.	1	2	3

14. Do you have or expect to have responsibility for a **child under age 13** within the next **five** years?

- ☐ I **CURRENTLY** have responsibility for a child under age 13.
- ☐ I expect to have responsibility for a child under age 13 within the next five years.
- ☐ I do not have nor expect to have responsibility for a child under age 13 within the next five years.

15. Do you have or expect to have responsibility for an **older or disabled adult**?

- ☐ I **CURRENTLY** have responsibility for an older/disabled adult(s).
- ☐ I expect to have responsibility for an older/disabled adult(s) within the next five years.
- ☐ I do not have nor expect to have responsibility for an older/disabled adult(s).

**If you currently have CHILDREN under age 13,
Please continue below. Section II - Question 16**

**If you do not have children, but you currently do have responsibilities for an
OLDER OR DISABLED ADULT,
Please continue on Page 7, Question 30**

**If you have NO child and NO elder care responsibilities at this time,
*please skip to the last page to write any additional comments.***

SECTION II – CHILD CARE (for those responsible for children under age 13)

16. Beginning with your **youngest** child, please indicate the age, primary type of care and weekly cost of care for each child.

YOUNGEST CHILD ONLY

What is the age of this child?	Check age category
Less than 1 year old	<input type="checkbox"/>
1 to 2 years old	<input type="checkbox"/>
3 to 4 years old	<input type="checkbox"/>
5 years old	<input type="checkbox"/>
6 to 9 years old	<input type="checkbox"/>
10 to 12 years old	<input type="checkbox"/>

What type of care do you use for this child?	Check “primary” care used
Care in your home	<input type="checkbox"/>
Child care center	<input type="checkbox"/>
Home of relative or family friend	<input type="checkbox"/>
Home of non-relative care provider	<input type="checkbox"/>
Sibling provides care	<input type="checkbox"/>
Child cares for self	<input type="checkbox"/>
Before/after school program	<input type="checkbox"/>

Hours of care How many hours per week does this child receive this care? _____ # hours per week

Cost of Care How much do you pay per week for care of this child? \$ _____ Cost per Week
--

2nd YOUNGEST CHILD

What is the age of this child?	Check age category
Less than 1 year old	<input type="checkbox"/>
1 to 2 years old	<input type="checkbox"/>
3 to 4 years old	<input type="checkbox"/>
5 years old	<input type="checkbox"/>
6 to 9 years old	<input type="checkbox"/>
10 to 12 years old	<input type="checkbox"/>

What type of care do you use for this child?	Check “primary” care used
Care in your home	<input type="checkbox"/>
Child care center	<input type="checkbox"/>
Home of relative or family friend	<input type="checkbox"/>
Home of non-relative care provider	<input type="checkbox"/>
Sibling provides care	<input type="checkbox"/>
Child cares for self	<input type="checkbox"/>
Before/after school program	<input type="checkbox"/>

Hours of care How many hours per week does this child receive this care? _____ # hours per week

Cost of Care How much do you pay per week for care of this child? \$ _____ Cost per week
--

3rd YOUNGEST CHILD

What is the age of this child?	Check age category
Less than 1 year old	[]
1 to 2 years old	[]
3 to 4 years old	[]
5 years old	[]
6 to 9 years old	[]
10 to 12 years old	[]

What type of care do you use for this child?	Check "primary" care used
Care in your home	[]
Child care center	[]
Home of relative or family friend	[]
Home of non-relative care provider	[]
Sibling provides care	[]
Child cares for self	[]
Before/after school program	[]

Hours of care
How many hours per week does this child receive this care? _____ # hours per week

Cost of Care
How much do you pay per week for care of this child? \$ _____ Cost per week

4th YOUNGEST CHILD

What is the age of this child?	Check age category
Less than 1 year old	[]
1 to 2 years old	[]
3 to 4 years old	[]
5 years old	[]
6 to 9 years old	[]
10 to 12 years old	[]

What type of care do you use for this child?	Check "primary" care used
Care in your home	[]
Child care center	[]
Home of relative or family friend	[]
Home of non-relative care provider	[]
Sibling provides care	[]
Child cares for self	[]
Before/after school program	[]

Hours of care
How many hours per week does this child receive this care? _____ # hours per week

Cost of Care
How much do you pay per week for care of this child? \$ _____ Cost per week

17. **Related to work**, during the past **YEAR**, how big of a problem have the following child care issues been for you?

	No problem	Little problem	Big Problem
a. Cost of care	1	2	3
b. Location of care	1	2	3
c. Dependability of care	1	2	3
d. Quality of care	1	2	3
e. Availability of care for weekdays	1	2	3
f. Availability of care for early morning or night shifts	1	2	3
g. Availability of care for weekend shifts	1	2	3
h. Transportation	1	2	3
i. Emergency or short notice child care	1	2	3
j. Care for a sick child	1	2	3
k. Care for a special needs child	1	2	3
l. Other (<i>Specify</i>) _____	1	2	3

18. Approximately how many **TIMES** during the past 12 months have you: (*indicate the total number of times for all children combined.*)
- # of TIMES in past year
- a. Changed your child care arrangements? _____
- b. Left a child (under age 13) home alone for any length of time to be at work? _____
19. Approximately how many **DAYS** during the past 12 months have you: (*combine partial days and round up to the nearest whole day.*)
- # of DAYS in past year
- c. Missed work due to a breakdown in child care? _____
- d. Missed work due to your child(ren)'s illness? _____
20. How many extra miles do you drive per day in order to drop off and pick up your child(ren) at child care?
- _____ # of miles per day
21. Indicate your **stress level** in dealing with your child care responsibilities on a regular basis?
- ☐ Stressed regularly about child care
- ☐ Somewhat stressed about child care
- ☐ Rarely stressed
- ☐ Never stressed
22. Have you ever considered quitting your job due to child care problems/responsibilities?
- ☐ Yes ☐ No
23. Approximately how much time do you spend **while at work** dealing with your child care responsibilities on a **weekly basis**? (*Select one.*)
- ☐ Rarely ☐ 1 to 1½ hours
- ☐ Up to 30 minutes ☐ 1½ to 2 hours
- ☐ 30 to 60 minutes ☐ More than 2 hours
24. Which of the following, if any, have you experienced as a result of your child care responsibilities? (*Select all that might apply.*)
- ☐ Inability to accept a promotion ☐ Inability to travel related to work
- ☐ Inability to take training related to work ☐ Inability to work different shifts
- ☐ Inability to work longer hours ☐ Inability to be as productive as possible
- ☐ Inability to feel loyal to my employer ☐ Other (*Specify*) _____
25. Thinking about your children, how *helpful* would the following services be to you in managing your work and family responsibilities?

	Very Helpful	Somewhat Helpful	Not Helpful
a. A referral service to help you locate good child care	1	2	3
b. A program for nursing mothers	1	2	3
c. Affordable, quality child care near work	1	2	3
d. Affordable, quality child care near home	1	2	3
e. Partial subsidy for child care	1	2	3
f. High quality before and/or after school program	1	2	3

	Very Helpful	Somewhat Helpful	Not Helpful
g. Summer day camp program for school-age children	1	2	3
h. Backup child care when regular care is unavailable	1	2	3
i. Partial subsidy for backup care	1	2	3
j. Care for an ill child when regular child care is unavailable	1	2	3
k. Partial subsidy for ill child care	1	2	3
l. Parent/Child seminar on leaving children home alone	1	2	3
m. Resource fairs with information on child care services	1	2	3
n. Seminars on general parenting issues	1	2	3
o. Parenting support groups	1	2	3
p. Ability to network with other employees with similar commute patterns to share child care responsibilities	1	2	3
q. Other (<i>Specify</i>) _____	1	2	3

26. If Maricopa County were to establish one or more licensed child care facilities, offer the service at a competitive price, in a convenient location, and make it available during the hours you need, would you enroll your child(ren) now or in the future?

- ☐ Very likely
☐ Somewhat likely
☐ Not likely

27. If you responded “very likely” or “somewhat likely” to Question 26, would you use the program on a full-time or part-time basis?

- ☐ Full-time care (30 hrs/wk or more)
☐ Part-time care (less than 30 hrs/wk)

28. **Related to work**, during what hours would you use child care?

- ☐ Days ☐ Evenings ☐ Nights ☐ Weekends

Please specify **typical** hours and days needed _____

29. Would an on- or near-site child care center be a factor in retaining you as a Maricopa County employee?

- ☐ Yes ☐ No

**If you currently have care responsibilities for an
OLDER OR DISABLED ADULT**

Please continue on next page, Section III – Question 30

**If you have NO elder nor disabled adult care responsibilities,
please skip to the last page and provide us with any
additional written comments you might have.**

SECTION III – ELDER/DISABLED ADULT CARE (for those who care for an adult)

30. How many elder or disabled adults are you responsible for as a caregiver? We define a “caregiver” as a person who is responsible for providing physical, emotional or financial support to an older or disabled adult.

☐ One ☐ Two ☐ Three or more

31. Where does the person(s) you care for live? (*Select the one that best describes your situation.*)

Elder/Disabled Adult #1	Elder/Disabled Adult #2	Elder/Disabled Adult #3
<input type="checkbox"/> With you in your home	<input type="checkbox"/> With you in your home	<input type="checkbox"/> With you in your home
<input type="checkbox"/> Alone in his or her own home	<input type="checkbox"/> Alone in his or her own home	<input type="checkbox"/> Alone in his or her own home
<input type="checkbox"/> In his or her own home with another friend or relative	<input type="checkbox"/> In his or her own home with another friend or relative	<input type="checkbox"/> In his or her own home with another friend or relative
<input type="checkbox"/> In a residential or nursing home type care facility	<input type="checkbox"/> In a residential or nursing home type care facility	<input type="checkbox"/> In a residential or nursing home type care facility
<input type="checkbox"/> Other	<input type="checkbox"/> Other	<input type="checkbox"/> Other

32. If the person you care for **does not live in your home**, how far from you does he or she live?

Elder/Disabled Adult #1	Elder/Disabled Adult #2	Elder/Disabled Adult #3
<input type="checkbox"/> 1 to 10 miles away	<input type="checkbox"/> 1 to 10 miles away	<input type="checkbox"/> 1 to 10 miles away
<input type="checkbox"/> 11 to 20 miles away	<input type="checkbox"/> 11 to 20 miles away	<input type="checkbox"/> 11 to 20 miles away
<input type="checkbox"/> 21 to 50 miles away	<input type="checkbox"/> 21 to 50 miles away	<input type="checkbox"/> 21 to 50 miles away
<input type="checkbox"/> More than 50 miles away in Arizona	<input type="checkbox"/> More than 50 miles away in Arizona	<input type="checkbox"/> More than 50 miles away in Arizona
<input type="checkbox"/> In another state	<input type="checkbox"/> In another state	<input type="checkbox"/> In another state

33. What type of care do you provide for this elder or disabled adult(s)? (*Select all that apply.*)

☐ Physical (e.g. meals, transportation, household chores, shopping or personal care)
☐ Emotional (e.g. phone calls, visits, providing advice or other emotional support)
☐ Financial (e.g. assisting with daily living expenses, medical bills or care arrangements)

34. When the elder or disabled adult(s) needs help, who is the one responsible to give it? (*Select the one that best describes your situation.*)

☐ You are the sole caregiver.
☐ You are the primary caregiver but get help from another source(s).
☐ You and another relative or caregiver share care responsibilities equally.
☐ You give help to another primary caregiver.
☐ You are a long distance caregiver.
☐ Other (*Please specify*) _____

If you receive help in caring for an elder or disabled adult(s), who helps you the most on a regular basis?

☐ Other parent ☐ Spouse ☐ Sibling(s) ☐ Friend ☐ Outside Service ☐ Other

35. What type of day-to-day services does the elder or disabled adult(s) use?

Elder/Disabled Adult #1	Elder/Disabled Adult #2	Elder/Disabled Adult #3
<input type="checkbox"/> Adult day care	<input type="checkbox"/> Adult day care	<input type="checkbox"/> Adult day care
<input type="checkbox"/> Home health care	<input type="checkbox"/> Home health care	<input type="checkbox"/> Home health care
<input type="checkbox"/> Meals on Wheels	<input type="checkbox"/> Meals on Wheels	<input type="checkbox"/> Meals on Wheels
<input type="checkbox"/> Mental health services	<input type="checkbox"/> Mental health services	<input type="checkbox"/> Mental health services
<input type="checkbox"/> Companion services	<input type="checkbox"/> Companion services	<input type="checkbox"/> Companion services
<input type="checkbox"/> Homemaker or home maintenance services	<input type="checkbox"/> Homemaker or home maintenance services	<input type="checkbox"/> Homemaker or home maintenance services
<input type="checkbox"/> Assisted living facility	<input type="checkbox"/> Assisted living facility	<input type="checkbox"/> Assisted living facility
<input type="checkbox"/> Minimal support – occasional transportation, errands, etc.	<input type="checkbox"/> Minimal support – occasional transportation, errands, etc.	<input type="checkbox"/> Minimal support – occasional transportation, errands, etc.
<input type="checkbox"/> Other (<i>specify</i>)	<input type="checkbox"/> Other (<i>specify</i>)	<input type="checkbox"/> Other (<i>specify</i>)

36. On average, how much money do **YOU** have to spend per month for services used by your elder or disabled adult(s)?

\$ _____ Per month

37. What is your **stress level** in dealing with the elder or disabled adult(s) you care for:

- ☐ Constantly stressed
- ☐ Frequently stressed
- ☐ Sometimes stressed
- ☐ Rarely stressed
- ☐ Never stressed

38. Approximately how much time do you spend **while at work** dealing with your elder or disabled adult(s) care responsibilities on a **weekly basis**? (*Select one.*)

- ☐ Rarely
- ☐ 30 minutes or less
- ☐ 31 to 60 minutes
- ☐ 1 to 2 hours
- ☐ 2 to 3 hours
- ☐ 3 to 4 hours
- ☐ More than 4 hours

39. How much time do you spend caring for an elder or disabled adult(s) on a **weekly basis**?

- ☐ Full-time – my adult/elder dependent lives with me
- ☐ Part-time – I care for my adult/elder dependent _____ hours per week

40. In the past 12 months, approximately how many **DAYS** have you had to miss work due to elder or disabled adult care responsibilities? *Combine partial days and round up to the nearest whole day.*

_____ # of days

41. Which of the following, if any, have you experienced as a result of your elder or disabled adult care responsibilities? (*Please select all that apply.*)

- | | |
|---|---|
| <input type="checkbox"/> Inability to accept a promotion | <input type="checkbox"/> Inability to work a full shift |
| <input type="checkbox"/> Inability to take training related to work | <input type="checkbox"/> Inability to work different shifts |
| <input type="checkbox"/> Inability to be as productive as possible | <input type="checkbox"/> Inability to work long hours |
| <input type="checkbox"/> Inability to feel loyal to my employer | <input type="checkbox"/> Other (<i>specify</i>) |
| <input type="checkbox"/> Inability to travel related to work | |

42. How big of a problem have the following issues been for you in providing care for the elder or disabled adult(s).

	No Problem	Little Problem	Big Problem
a. Cost of care	1	2	3
b. Availability of care	1	2	3
c. Scheduling of care for days and hours needed	1	2	3
d. Overall quality of care	1	2	3
e. Location of care	1	2	3
f. Gathering appropriate information	1	2	3
g. Gaining family support	1	2	3
h. Transportation	1	2	3
i. Allocating time for related chores and responsibilities	1	2	3
j. Other (<i>please specify</i>) _____	1	2	3

43. Have you ever considered quitting your job due to elder care problems/responsibilities?

- ☐ Yes ☐ No

44. If the following were readily available, how helpful would they be to you when trying to balance your work and elder or disabled adult(s) care responsibilities?

	Not Helpful	Helpful	Very Helpful
a. Information and referral	1	2	3
b. Caregiver support groups	1	2	3
c. Compressed work weeks	1	2	3
d. Working from home	1	2	3
e. Flexible work schedules	1	2	3
f. Educational seminars	1	2	3
g. Transportation assistance	1	2	3
h. Financial assistance/subsidy	1	2	3
i. Adult day care center	1	2	3
j. Respite care (care that gives you a break)	1	2	3

[illegible]

Thank you for your participation!

SURVEY COMMENTS

Overview

Maricopa County employees applauded the County's effort to study child care as a workplace issue and except for very few minor criticisms, were supportive of the County looking at work/family as a productivity concern. In scanning the comments, one has the opportunity to feel the optimism of County employees toward the concept of near-site child care. It is obvious from some remarks that while parents are reacting to the positive aspects of near-site care; other employees are as well. These "other employees" are perspective parents, coworkers, grandparents with custody of grandchildren and those who have passed the child bearing age but recognize that parent employees need quality, affordable child care in order to work effectively.

It is of interest to note that Summa Associates has never received as many written comments as this survey generated. Because there was such a large volume of comments, the researchers chose to process the responses by grouping them in categories. Given that the primary objective of the study was to determine if there was enough interest in near-site child care centers to warrant further details for three individual sites, comments on the near-site centers are presented first.

Every comment written on any of the Maricopa County child care/elder care surveys is included in this report. In many cases, comments overlapped between two or more of Summa's categories and were placed in what the researchers believed to be the most reasonable category given the structure of the comment itself. This is particularly true for remarks made regarding quality and affordability of care. Parents were adamant about the necessity of well-trained caregivers and a learning environment supported by an age appropriate curriculum. Additionally, they felt strongly about safety concerns and demanded adequate security. They also stressed their concerns about the affordability of care and encouraged the County to give them quality care that they could afford to use. Some suggested a sliding scale payment plan. Many encouraged a sick care service.

Parents of school age children talked about their need for before and after school care as well as care for holidays and in some cases, weekends. County employees who work odd hour shifts talked at length about their issues related to the need for night and weekend services. All of these remarks can be considered in the next phase when the comments, like the survey figures, will be separated out by three locations: Durango, Downtown and the Hospital. It will be critical to look at the budget impact of extended hour care when compared to estimated usage.

A focus on the need for work place flexibility programs was dominant. Employees stated that flexibility programs (with manager training and buy-in) would be important to employees with or without children. Many believed that flexible work programs would allow employees the opportunity to have better control of the balance between work and family and would, therefore, greatly contribute to a better over all work environment. Many comments supported the positive return on investment for Maricopa County.

Just as the survey itself showed, the comments were reflective of the large number of employees who are, expect to be or were impacted by responsibility for an adult dependent or aging relative. The survey points out that adult dependent issues will grow rapidly among County employees in the next five years and the comments verify those results. The comments add real value to the results in this area as well as all others. Reading through the remarks gives the reader additional insight into how work and family interact in the lives of County employees as well as how the two area collide as employees struggle to do a "good job at work and at home."

A few respondents who did not have dependent care responsibilities were concerned about missing out on comparable benefits. It will also be noted that some parents with children older than 12 wondered at the wisdom of not gathering information about children who were 13 and older. This aspect of the survey was carefully designed, of course, as children older than 12 typically resist any "formal" child care program.

Overall, the comments are complementary to the County and heartfelt in their message. It is the opinion of the researchers that the remarks add significant meaning to the survey results.

On or Near-site Child Care

- Even if it meant a substantial increase in pay, I would be more likely to turn down an outside offer of employment and remain with the County if it provided a downtown child care facility.
- In addition to child care, it would be very helpful to have facilities available (private rooms) for women who would like to continue nursing. I have just returned to work after having a child and I want to continue nursing. It has been challenging to find private space to pump since I work in a cubicle. Most women I talk to who have returned to work have stopped breastfeeding because of this issue.
- I think it will be very helpful to your employees if you have an on-site child care available for us.
- Although I do not currently have children, having such a facility would play a factor in my decision to continue working for the County once I do have children. Having this available would be so incredibly beneficial. I feel that morale would improve with such a service and people would be more at ease at work knowing their children are so close. The only problem I foresee is the small number of spaces you are starting with. Please allow plenty of room for growth and expansion, as the demand for this service will be extremely high.
- I do not currently have children but plan to in the near future. I would definitely utilize a child care center established by Maricopa County. It would be a major factor in deciding whether or not to keep working after the birth of a child. Child care is expensive, there are long waiting lists, and sometimes they are inconvenient. I hope Maricopa County does establish on- or near-site child care centers in order to accommodate employees and their families.
- There are a number of employees located at the Glendale Adult Probation office at 67th Avenue and Glendale that would benefit greatly from a child-care facility near or on-site
- In a previous job with a private sector employer, I was able to see the benefits that an on-site day care center can provide. While I did not use this facility myself, co-workers were able to drop their children off in close proximity to their work location, were able to visit their children at lunch, and in this instance, the company provided a "sick child" center where employees whose children were recovering from minor illnesses could take their children and be assured that their medication would be dispersed on schedule, which allowed the employee to avoid taking off from work. I have no personal stake in a County day care center but would urge you to consider making this a priority as I believe you will see a decrease in the amount of time employees miss work as well as a decrease in monies spent in overtime to make up for the shortage. Thank you for your consideration.
- Until last month I had my son at the Phoenix Memorial Hospital Day Care Program, which was less than 5 minutes from my office. Having my son at a quality program close to my office was such an ideal situation. It allowed me a to have a sense of security while being at work knowing that he was in a secure environment. The things that made the program so wonderful were the dedicated employees, safety, and location near to work. Since the program closed, we spend an extra hour and a half driving to and from the new program daily. In addition, there are new challenges if I need to stay late at work as the sitter ends at 5:30. It would be wonderful to have the ability, once again, to have my son near my office and to, once again, have that sense of security. Thanks, Kim O'Connor

Maricopa County could not make a wiser choice than to offer some type of on-site or near-site child care at a reasonable rate. How about integrating it with Mariflex so it's pre-tax also? This can be done! Thank you.

- I currently work 32 hours per week. Child care is a BIG issue for me. I don't want to quit my job because I love what I do and whom I work for, and with. Still I feel torn between wanting to be a good mother and a good employee. Also, I am planning on trying to have another baby within a year and a half. Nursing support would be VERY much appreciated! (For example, being able to have the baby in child care close enough to nurse during the day and/or private places to express/pump breast milk.)
- I am not sure at this time if I would utilize a day care program because after a year my daughter is finally adjusting and I wouldn't want to break her routine. A discount or reimbursement would be helpful and if the facility was within walking distance, that would be good for comfort levels of both parent and child.
- I expect to have children in the near future and would like it if the County had a day care center. That way I wouldn't have to bother my mother or mother-in-law for babysitting purposes during the day. Thank you for you survey.
- I think a child care center nearby where I could stop and see my kids on lunch hours and would be very accessible would be wonderful.
- A reliable, convenient child care facility at or near the workplace is very important to a staff member who has an infant and 4-year-old. She currently leaves at lunchtime to nurse her infant, so obviously proximity of the facility is important. She has expressed other reasons for wanting child care near work. As her supervisor, I can see a close proximity of the child care facility reduces the anxiety levels for the parent. It also allows greater flexibility in accommodating special needs and greater opportunity for being productive at work. Personally, I'm facing the elder care issue rather than child care. I'm not sure at this point what services I'll need and I'm not sure what the County would be offering. I don't know enough to make an assessment!
- I wish that there had been child care available here at work when my children were young. I saw where companies, such as Campbell's, have on-site child care where, not only younger children are able to come, but also if your child is sick, there is an area set aside for sick children which has an on-duty nurse along with child care workers. This has proven to cut down on time off when a child is sick and it has boosted morale among the employees. Parents are able to go and check in on their child during their breaks and lunch hours. This program is long overdue and should be available ASAP. I hope that the County steps up to the plate and gets things up and running.
- I think that this would be a great idea. If the child care center was on-site that would be even better due to the fact that on my lunch break I would be able to go visit with my children. I really hope this great idea of on-site or nearby child care center becomes a great success. I think it will be due to the fact that child care is the main issue in today's working society. It's hard to find dependable and affordable child care especially if you're a single parent. I have a couple of questions. If the child care center is on-site or nearby, will there be people hired to take care of the children? How will those particular people be chosen? Will they be current employees of Maricopa County or other individuals? Thanks a lot for taking the time to review my survey.
- An on-site day care or closeby day care would be beneficial to those with children or grandchildren and needing adequate day care. Also the possibility of having low cost child care would help those that cannot meet financial cost of a regular day care and depend on others to care for their child(ren) and grandchildren. Hopefully even the ideal of current employees wanting to work in the day care if it were to be on-site would be an opportunity. There are many individuals who have the expertise and also the knowledge of taking care of children. I am glad that there is a possibility of this opportunity of a day care to meet the needs of the employees and their children.
- It would be great if a child care facility did open. Also, open one out in the Southeast or somewhere for all the employees who work in the southeast facility

- Available and nearby child and elder care would certainly reduce the stress and absences of many in the workforce. It would also contribute to a more cohesive family life for those concerned.
- I believe a day care would be a great benefit for all County employees. It would make it so much easier for those who have kids, since we have to wake up a little earlier trying to get our kids to the day care provider and trying to make it on time to work.
- I feel an on-site day care situation would be very beneficial! As a supervisor, one of my dilemmas that I have been faced with is employees calling out because they have to provide day care (their day care arrangements have fallen through). The problem...the shortness of staff puts burden on other fellow employees. The second problem, employee has no option. What I would find very helpful is availability of short-term day care. Sometimes when day care providers of the employees cannot provide services, employees have no choice but to be gone. Again this shortness of staff causes burden on employees. With a lot of the school districts going to year-round school, this leaves the parent in a pinch. Who takes care of the child for three weeks? Usually parent (employee) takes PTO to provide day care. It would be nice if they had the option to bring kids to an on-site facility on a pay-as-you-go program. They usually do not need full-time day care. This would help supervisors to stay staffed but give the employee an option to work yet have day care available. Employees would be happy.
- I do not have children right now but I do plan it within the next couple of years. I feel an on-site day care center would be very beneficial to me.
- Having an on-site quality child care facility would help out immensely! Please consider doing this in the immediate future!
- My husband and I plan on having a baby in the next year. I have always thought it would be great if there could be a young child day care provider (before kindergarten age) here at the Courthouse for employees only. Possibly with a live camera that employees could log on to the Internet or Intranet and view their children to make sure they are doing ok. This would be a wonderful morale booster to Court employees as well as improving their attendance. Many employees would be able to concentrate on their work more easily knowing that their children were close by them and could check on them if need be. The implementation of these ideas not only would save the County money but it would improve employee relations and morale as well as making the Maricopa County Court System one of the most innovative pro-employee Courts in the country. Definitely this would cause our Court to become a role model for other states in the nation. Based on the fact that last year Arizona was close to last in the nation as far as programs for children were concerned, starting these programs would improve our image. Thank you for your consideration.
- I would like to have a care center near the downtown area for emergency child care. If a facility were located within the building where I work, it would be very likely that I would use it and visit my children during my breaks and lunches. This again would have to be very affordable.
- Child care is highly important to me! I do not have children now but plan to within the next few years. I do not have family here to help out and I do not plan, nor want to be, a stay at home mother; so the alternative is child care. My boss and I have talked about it, and luckily he would allow me to work a shorter week, which is one less worry. However, I worry very much about the quality of child care and the cost. If the County were to have child care in our new building that would be a great relief off my mind. To me this would mean that I could peek in or stop by to check on my child and keep an eye on the quality of care he/she is receiving. Plus it would be very convenient for picking up and dropping off, breastfeeding, and spending my lunch with my child. Also having my child cared for in the same building would eliminate some of the guilt and worrying that comes with someone else caring for your child. I am further concerned that this program would only be for low-income people/families and have a long waiting list. I have a few questions regarding this child care program: Would the program be only for single parents? Would the program be only for low-income families? Would the program have a waiting

list? What would be the cost? What would be a child's minimum age for enrollment? Thank you and I hope this child care program is implemented. There are so many working/career moms that desperately need this program. By the way, on question 10, I'm not familiar nor have I ever used the MARIFLEX reimbursement program for child care. I marked yes but could not undo my answer.

- My children are transported to and from school from their day care. I would have to be able to relocate them to a school downtown or if a day care service were provided in the downtown area for County employees it would have to be able to pick up my children from school.
- I believe that an on-site day care for children would definitely benefit all County employees! The stress of the distance and costs of typical day care centers affects everyone. Even if the cost was the same as typical day care centers, I would enjoy taking a 5-10 minute walk to pick up my kids compared to the 1.5 hour drive every night that I spend picking up one kid from McClintock/Elliott and the other at Priest/McClintock. The only other obstacle that I see would be transportation from school to the on-site day care. I would love to see transportation provided from schools to the on-site day care. I realize the cost would be substantial but I would be willing to pay so that I won't lose that one hour every night and the wear and tear on my vehicle. The schools are requiring a lot more homework from the children these days and I am regularly spending 1.5-2 hours per night working with my children and because of the distances involved, they usually are not getting the required sleep every night which in turn makes the mornings difficult. If the day care could provide assistance with homework that would also be a fantastic help. If the County were to open on-site day care I believe that morale would be boosted tremendously! Employees would feel true support from the County that the County understands and realizes that there is a need for more support of the family unit. Thank you for seeking further input on this very important part of our lives!
- I think it's about time the County look into something as beneficial as providing child care for employees. There are so many of us who would participate. It would relieve a lot of stress. Perhaps we could take turns taking care of each other's children. I, for one, would volunteer a workday to assist. Thank you.
- My staff having to take care of an ill child mostly affects me. If a child care center is considered will a "sick child" section be set up?
- I believe an on-site facility for child care would be extremely beneficial; however, I would rather pay more money to have QUALITY caregivers...
- I think on campus child care or child care for sick kids should be available
- This is long overdue. I spoke with one of the nursing supervisors recently about the nursing shortage. She asked what my remedies were and I said first and foremost ON-SITE DAY CARE! She said that was not a priority. I said, "Well you must not have young children because if you did you would answer very differently". Even as a physician with an above average income, I struggle to provide for my children and my mother. The major struggle is not just financial but availability. If my babysitter is ill, I am faced with a crisis. Companies that have been wise enough to develop on-site day care see the benefits in improved attendance, loyalty, morale, productivity, etc. To me it is a no brainer in today's marketplace where one is competing for the best of a labor pool. I am always amazed that it takes management so long to realize the incredible return for a relatively small investment. If the stock market would give the same degree of return for the same investment we would all be millionaires. I applaud your efforts to address this. You can't get day care here fast enough.
- As a nurse who works in a managerial position here at Maricopa having employees who are absent due to child care issues or/sick children can be problematic. An on-site facility would aid greatly in not only maintaining workers but it is indeed an added bonus in the recruiting mechanism. With the nursing shortage being at a crisis level across the board it would indeed be a drawing card for nurses who would consider re-entering the workforce or being employed here full-time.

- I think it is about time that Maricopa County came into the 21st Century. A child care facility has been something that this company has needed for a long time. I left the County three years ago because of the child care issue and may have to do that again. I love working for Maricopa County and supporting our state but I need help to maintain a good balance with work and family. Please build a child care center at Durango and this is one employee that will stick around.
- A 24-hour a day day care would be necessary as my shift can change without notice.
- If the County provides a day care closer to work that would be great and another big part that would be helpful will be not too expensive at a reasonable price. A lot of parents are concern as their child care and the cost as well so if the cost is not too high that would be a great deal. Thanks!
- I would like to see pre-school child care on the premises. Also, I would like not to be penalized for having to take care of my spouse or children when the need arises in the future. Would be nice to have benefits covering the elder family members. I believe that on-site or near-site child care would benefit all County Employees. Child care is such a strain on parents. With the added stress of child care, many employees may not focus 100% on their work responsibilities. If new parents or parents of toddlers know that they have a safe educational and reliable form of child care they may increase their productivity at work. It also may decrease the number of missed workdays, and that will benefit the County as a whole. On-site Child care would be wonderful and I would support it 100%.
- Most of the air quality programs like bus passes car pooling bicycling are not practical for employees who transport children to a day care center at a location other than their place of work.
- I think it would be helpful to have a facility to accommodate people who sometimes need care on a weekend basis. Sometimes errands need to get done without children tagging along and it would benefit me if I knew I could take my children to child care on days like this.
- I think that the idea of on-site child care is really great! I know that if this included care for sick children a lot of your employees with children would really appreciate it. When my child is ill, I struggle with the decision as to whether I should stay home from work or if I should send him to the sitter with the possibility of infecting other children or my child spending a miserable day at the sitter's house. A near or on-site facility where a child could rest and possibly have a parent visit him throughout the day would ease both parent and child alike. Therefore, enabling the parent to feel more relaxed and have the ability to perform their job up to company standards.
- My concerns regarding County provided child care would be site location and child/provider ratio.
- Although I currently have no children, this is a matter that is very important to me. I would like to be in a position in the future to have my child near my work both from a professional and personal perspective. I currently travel approximately 32 miles one way to work. The impact of leaving work in order to provide necessary child care could potentially be both disruptive and non-productive. Also the peace of mind to know my child is close to me would not only be reassuring but also provide a much more stable work environment for myself as well as my employees.
- A child care site near work would be beneficial so people can have stress relieved from their problems! The cost of the child care should be partially paid for by the County to help out also.
- It is really hard at times to deal with day care and work. As an example, I am leaving 2 hours early today because I need to pick up the kids because my husband has to work late. So later this week I will have to make up time because I am out of vacation days due to kids being sick
- My wife currently takes care of my son. It is very hard for us to even think about her going back to work because there are so many issues with day care these days. I think this would be an awesome idea. I think to have the

facility on-site where the employees work would be wonderful. You could have lunches and stuff with your son or daughter.

- I think having some type of child care at work or somewhere within the work premises (close by) is an extremely good idea. I currently do not have children but would like a child within the next 5 years and it would be extremely convenient to have an "on-site babysitter."
- A downtown child care facility that was reliable and safe and cost competitive would enhance our ability to retain very good employees who are compelled to leave for family reasons.
- I would like to have a Child Care Facility at the Southeast Facility.
- Having an affordable and convenient child care/adult care facility close to work would be a great benefit to County employees. If the County would consider a subsidized facility this would be a big benefit to the lower paid employees. A possible sliding scale could be implemented.
- I do not have any minor children who require day care providers at this time. The State of Arizona has had a facility in place for years on 19th Ave. and Jefferson. When I started at the County I could use that facility because my husband (now ex) was a state employee. It was very convenient dropping my daughter off and driving down Jefferson to 1st Ave. With child care costs increasing at a higher rate than our salaries, it's a wonder that most of the single mothers can afford day care without a great deal of subsidized assistance.
- It would be very helpful to have a child care facility run by the County for County employees only. It is hard to find a place that is affordable, flexible, and knows the importance of being able to not have the stress of child care issues and dealing with stress from the work place. Child care is a lot more expensive here than back on the east coast. It would be easier for two working parents to be able to go to work knowing that they were working to support a productive family not working just to pay for child care. Please consider doing something quick to help relieve some of the stresses in the households of working parents. It would be greatly appreciated.
- I would like the option of a day-care facility here at the Durango facility in the near future since we are planning to start a family but can't afford to pay the full day-care costs...perhaps a facility could be discounted for the employees?
- I believe a near-site or on-site child care facility sponsored by the County would be extremely beneficial to both the employee and the County.
- I would love to have the option of taking advantage of work-site child care as we are expecting our first child and trying to figure out how to arrange child care. Any relief or help with dealing with the elderly living in our homes or needing assisted living would also be a great benefit. Thanks for asking for our input!
- My son also works for the County and has a three-year-old in day care. He sometimes needs to leave work to pick up his son if he has a slight temperature or his day care will not take him with a temp. It would be more convenient to have a day care downtown that could accommodate a sick child and the parent could see him at lunch and breaks.
- Strongly recommend a child care center that takes care of my children during work hours and close to work. If possible a weekend and sick child care site (that's reliable and inexpensive) would also be helpful. Thank you.
- I think child care is very important. I do not have children at this time but I expect to have a couple later down the road. I would want to stay home with my children but I know that that would cause a financial strain on our family. The next best thing would be to have a day care close enough to where I could spend as much of my time as possible with them (lunches and breaks). Many women today live with the guilt of having to leave their children with other people and go to work. I have been to many seminars at our church where women are crying and feeling guilty about not being able to balance their time with their children, work, spouse, and other activities.

I honestly believe that having a day care that is near to us will alleviate a lot of stress and guilt and allow us to concentrate on work during work hours and produce a quality work product.

- I've worked in private sector with on-site child care facility and it sure helps morale.
- It is likely that I will have a child in the next five years and I don't think I will keep my job unless I can work a part-time or flexible schedule. Nearby child care would make a difference too.
- I believe that an on-site day care for children would definitely benefit all County employees! The stress of the distance and costs of typical day care centers affects everyone. Even if the cost were the same as typical day care centers, I would enjoy taking part.
- I believe the County should look at building a child care facility. One that would enable parents that work all shifts the opportunity to work those shifts free of worrying about who, what, and where. This way the child would be put into a routine of the same caregiver day in and day out. Even though this is not my situation currently, I can at anytime be changed to another shift. I am married but if I were a single parent I would have a lot of difficulty obtaining child care for my 5-year-old. I would also like to see more child care facilities that offer care for special needs children. In the Metro Phoenix area there are NO child care facilities that currently offer special care or care for special needs children from the minor to the extreme (autism to handicapped). I have a special needs child and it is extremely difficult to find QUALITY care in a home setting to a child care facility. I have tried everything from a caregiver coming into my home, family provider and several facilities. Out of these 15 or so options that we have enlisted, I can honestly say I felt comfortable leaving my daughter with only three or four of them. It is also a tremendous strain on finances for day care. I pay \$125 a week. $\$125 \times 4 = \500 a month. I work almost two weeks just to provide for a month's worth of child care. If the County would come up with a subsidy program that wasn't solely based on an income cap, I believe it would be beneficial to all. Two incomes don't always mean you are better off financially. Thank you for your time.
- I believe that an on-site day care for children would definitely benefit all County employees! The stress of the distance and costs of typical day care centers affects everyone. Even if the cost were the same as typical day care centers I would enjoy taking part.
- In my opinion if a child care facility is provided the County turn-over rate will decrease by at least 25%.
- I have a 5 month old and a 21 month old. Up until one month ago I had my children at a day care downtown. I liked the facility very much but would have to take time off when the children were ill. The facility closed and I spent an inordinate amount of time trying to find quality care. There currently are no high quality day care places in the downtown area. I wanted my children to be downtown because my spouse and myself both work downtown. I am also still nursing my youngest and was able to continue to do that at lunchtime until this facility closed. There is very little quality day care in the valley and what there is seems to have long waiting lists for very young children. My spouse and I opted to pay more and have a nanny come to our home for day care right now. If the County had a high quality day care facility downtown I certainly would have placed my children there. I will be leaving the County soon for a one-year position. I am considering options once that one-year position is over and day care is an important consideration. I would strongly consider coming back to the County in some capacity if there is a quality day care program in place. I would consider this an extremely important benefit and would accept work for less money to obtain it. As the situation currently exists I expect to work in private business to earn more money to afford my nanny in the future. Backup care (sick child care) is also critically important. Because most day care facilities won't accept children who are ill or have fevers that means parents (usually moms) must take a day off. If there were a place staffed with nurses who could take sick children on a daily basis that would keep lots of moms at work more often. Just having my children nearby so that I could see them at lunchtime would be a wonderful benefit! Thank you for looking into this issue. I certainly hope the County can make quality child care a benefit. I believe you would retain more employees this way.

- I'm expecting a baby in the next couple of weeks. With the amount of money I earn here and the cost of day care, I would be working just to pay for day care. I'm almost better off staying home and watching my own child. I think our employers should be able to provide us some sort of day care not necessarily free but at a cheaper rate.
- Child care near my work facility would be great for my needs. Since I have had my child care has been my biggest worry and concern. It has affected my career dramatically.
- Although I do not currently have children, I very much hope to in the near future. It is nice to think that when my time comes child care may be available. I supervise employees with children and I think they would benefit greatly from having child care available to them. One of my employees told me having child care available nearby would allow her to spend more time with her kids as she could see them over her lunch hour. What a wonderful thing that would be for her and many others in the same or similar positions.
- It is likely that I will have a child in the next five years and I don't think I will keep my job unless I can work a part-time or flexible schedule. Nearby child care would make a difference too.
- I am a soon to be mother and am very worried about getting child care for my newborn. If the County would provide low cost child care at a nearby location I would be more relaxed at work and my employer would be more pleased with my productivity. Since money is a big issue in my life because I am single please keep in mind it must be low cost.
- Care for newborns would be great. Knowing too that they are getting the care and attention they need.
- The facilities for children of County workers would be great and helpful. Thanks for your time.
- Currently my daughter goes to child care which I don't really care for the center. It would be very nice to have a center near work to take her. The only thing is that my daughter will be 5 years old in September 2001 so I don't know if the center would benefit me after she turns 5. It probably would benefit me for after school programs. Thanks for caring.
- Although I do not currently have children, I do anticipate having them one day. I love my job and it would be much easier to be a working parent if there was child care available though the County. This would be especially true for me if there was a location close to work so that I could visit with the child during lunch and be assured that things were going well. It would also be important that the facility be available for more than 8 to 5 as the County expects us to work more than a simple 40 hours a week.
- Providing a child care center on-site or very near would be an excellent idea especially for employees with children who are under school age.
- I hope to have a child in 2 years. I don't want my family to baby-sit while I work. I'd rather have a child care do this. Please, I pray that the County can open up a day care center downtown so I may drop off my child and go straight to work. I would like to pay for this directly from my check before I receive it that way I won't worry about budgeting for day care. So many co-workers have day care problems- they come in to work late or stay home w/sick kids. I have to cover for the others when they are not here and I don't get paid extra for this!! Does that sound fair? They use their sick/personnel time to take care of kids while others do their work. If a facility was downtown they could check the child on breaks and lunches instead of feeling obliged to stay home with them. And most employees would be on the same "system" of child care the numbers would give mothers/fathers the confidence they need in a child care facility. Also a 24-hour service would be required for parents that work night shifts. Please I beg you to open a day care facility downtown it would take most of my worries away as I think of having children in my future. Thank you.

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- It would be very helpful to have an on-site day care center. It would be to the benefit of many County employees and of course to our children.
 - An on-site child care center would be extremely important if I still had young children.
 - I believe a child care facility is extremely necessary. There are more and more single parents that are now out in the workforce. Child care costs are expensive. We as County employees need the help.
 - If day care is to be set up near by please extend the hours beyond 6PM It is not equitable to all employees if as an employer you are forced to give earlier hours to individuals who have day care issues. For example most day care's close at 6pm therefore we are forced to give individuals work hours that assist them with this issue. Individuals who do not have children come in later and work later hours. Where is the equity in that?
 - When my children were younger I worked for the state and took advantage of the state day care center. It was extremely valuable to the quality of my family life and enabled me to better concentrate on my work because my children traveled with me and were nearby if we needed to be together. I would highly recommend the creation of a County child care facility for downtown employees. While I would not directly benefit my co-workers certainly would.
 - I am expecting my first child in less than a month I would definitely use any day care facilities run by the County if implemented in the future. So far my supervisor has been very flexible in allowing me to use family medical leave in a gradual return to a full-time schedule. An immediate concern is there are zero facilities to assist/support me in my plan to nurse my child as long as I can after returning to part-time after 2 months and full-time status when my child is 4 months old. I work at Madison jail in very crowded working conditions and there is very limited access to a private area I'll likely be reduced to going to a bathroom stall, which is a rather disgusting option. I hope that in part of your planning you will educate supervisors on the importance of providing private areas for lactation due to the health benefits it provides the child and should result in decreased use of time away from work by the new mother due to decreased illness in the baby. Again I would be very supportive of County child care facilities hopefully there could be options downtown and by the west side Buckeye/Durango Street jail area. I would trust the County in providing safe day care more than the average center in the valley. I would definitely use a day care facility on a full-time basis.
 - I am in favor of having a child day care facility nearby work to provide care for my future family. I am also interested in possible job sharing opportunities to ease back into the workforce after having a baby. I eventually would like to work full-time when I would feel comfortable enough to leave my child in a day care environment. At this point in my career I am trying to see how I could juggle both a career with the County and have a healthy family environment. I would like to continue to expand my career with Maricopa County and not feel forced to give it up due to having a baby.
 - I think having an on-site child care would be a great benefit to better achieving my career goals. I would be better able to work extra hours and would be less stressed about job responsibilities and more productive. Also I want to note that time off for bonding of an adopted child should have been noted as important in this survey.
 - I currently do not have any children. However, I might consider having children if the County offered reliable child care services and would be supportive of my working 1/2 or 3/4 time. I believe offering a child care facility or a facility sponsored by the County is a very good thing. My sister is a single parent and I watch her struggle with child care issues all the time. I do not want to place myself, my job, or my children in any adverse situation.
 - We are currently expecting our first child in November. Coming up with an acceptable child care solution is our top priority. I would consider leaving the County if I found an opportunity that provided some sort of on-site child care. I believe the County should provide on-site child care at the medical campus. This would be a very attractive benefit for current and prospective employees.

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- On-site or near location would be very beneficial for those employees with newborns through preschool or also through 4th grade. The younger the child the more care necessary and, thus, the rates are higher. These rates can be stressful and often a huge factor in an employee's decision to quit working. The location also makes a difference because the parents can also visit their children on their lunch hour or breaks; and it would also avoid having to beat the traffic in order to pick up the child before 6:00 PM, which is usually closing time.
 - Please, please, please if you create a child care facility, have it be a facility that is open 24 hours/7 days a week. I, as well as many other people, work a varied shift with weekends and night mixed in. Security would be a large issue – no signs please. Be advised that at 1801 south 35 Ave. (very close to the Durango Complex 85009) there are over five registered sex offenders at that location alone. A County day care sign would be the wrong invitation to set up.
 - I expect to start having children in the next few years. If child care was available, it would make it easier to continue my career, which is what I want to do. However, without that benefit and considering the rather low pay at the County, the cost of day-care may be so much that I may consider quitting my job.
 - I am planning to have a baby within the next 18 months and would love the convenience of having a day care center near the Durango Complex where I work. My husband also works at the County and we commute 1-hour each way to work. I know dropping a child off at day care is inevitably going to increase that commute. Having a child care center near our work place would help save some time and stress. Also my job would be amenable for telecommuting; however, my agency (and specifically my direct supervisor) does not allow many people to telecommute (actually only one person out of 180 people is allowed to telecommute on a regular basis which he had to fight to be allowed to do so!). Having the opportunity to telecommute once a week would at least take one hectic stressful workday out of the week, which would help a lot for my mental health. I have often thought of moving to another job because of the child care benefits, flexible work schedule, and telecommuting options other companies provide but I enjoy working for the County and would prefer to stay here. Thanks for the opportunity of to give feedback on this issue - I appreciate it!!
 - I work with a staff of young people who are just starting their families and child care concerns are of vital importance to them. I encourage the County to develop on-site child care programs wherever possible so County workers can concentrate on their work knowing their children are being cared for by trusted child care workers.
 - I am expecting twins. An affordable child care center on-site would be very beneficial to me. At this point I am still not sure if I can afford to come back to work after the babies are born. Every place I have looked into would cost me about \$300.00 a week for both babies and that is not including my son's after school program or summer camp.
 - I've worked in private sector with on-site child care facility and it sure helps morale.
 - Perhaps this is a bit paranoid but after the Oklahoma City bombing, I would be very reluctant to use a day care facility on-site at any government building. I would be comfortable using one in a different nearby building.
 - More sick time during the first few years of employment would help tremendously. I currently do not accrue an adequate amount of sick time for my two daughters and me. My wife and I do take turns but one doctor's visit requires four hours of sick or vacation time depending on what I have available. The only reason I would not enroll my child in a County sponsored day care is because she needs to be in a day care that can take her to and from school in Peoria. If that service is offered at the County sponsored day care then I would seriously consider enrolling her full-time from 7:30 AM to 4:00 PM.
 - It would be great to be able to have a day care that I can use for my three-year-old and in the summer for my 11-year-old so they are at the same place and I don't have to go two places everyday to pick them up. That is the biggest hardship; it causes a stressful day.

- If the County offered child care at work, that would be very helpful to many parents and soon to be parents. The thought of the Oklahoma bombing would be in many parents' minds though because of all the children that died as the result of the child care in the same building. Having a child care site at work is a good idea and solves many parents' problems if they can trust the caregiver and if the children learn and grow as they would in the site the parent would pick. If my child was completely safe coming to work with me and he was being educated, had the ability to use his skills and grow physically and mentally, I would bring him with me. Having a child care site here that was cheaper would help many parents out financially as well. Money is a big problem and stressful factor when it comes to child care especially when there is more than one child involved. I hope the County can come to a helpful conclusion when it comes to child care and elder care for the ones that need it.
- While I wouldn't use on-site child care (because of the age of my children), I think it would be beneficial for other employees and help to retain employees with young children.
- I feel it is very important that a mother and father participate in the growth of their child. The workplace should be lenient with parents of children in regards to the child's activities and let them make up time if they want to leave early to attend one of their child's activities. Also since I have been here, I know of four women who were on maternity leave. None of the women came back to work because they did not want to leave their child for eight hours a day. A program to get mothers back into the workplace would be great. Start half-time, flextime, job sharing, etc. It also costs a lot of money for day care. I feel the child care center is a great idea. Not everyone makes good money working for the County, so I believe there should be a sliding scale based upon income & the number of children in the family.

General Child Care

- Thank you for finally addressing this extremely important issue. It's about time. Every year I am faced with the decision of having to quit work because of child care. I would quit in an instant if quality care were not available. Luckily I have found care each time and after months of research but it has been expensive especially when both children were infants. Each year my child care needs have been different. This year I am forced to put my (almost) 5 year old in all day kindergarten when I prefer half-day. I need to put both children in before and after school care at the school, which I do not want to do. 10 hours per day at school is too much for a 5 year old but I have no other option. They are too young to stay alone at home and my work hours are so inflexible that I cannot accommodate their needs or be home with them when I want to. I would love to be able to drop them off or pick them up from school. I feel trapped by my mandatory 45 hour work week (1 hour required lunch included). My answers as listed above may change by September but are accurate to date. I feel this is the most important issue, affecting employees at the County and I welcome a change to better accommodate working parents.

Even if I cannot benefit from a child care facility that may be built (if child is too old by the time facility is open), I still think it's a wonderful idea and is something that the County should offer its employees and I fully support it.

- I believe Maricopa County is wise to consider the affects of child care and elder care on its workers as we move into the future. Given the impact of these issues now and in the future, planning now is a good step. Parents desperately need healthy safe places for their children while they are working. As the aging population grows and lives longer they also will be a consideration for many workers and their families. Arizona does not have a good reputation for the current level of care and services it provides to its children or distressed elderly. Perhaps Maricopa County can improve the system in a small way by offering something to its workers to address this issue. Perhaps the County could co-partner with other governmental or non-governmental agencies to address the issue. The child care/elderly issue will affect us all as we work into the future.

- I plan on having children within the next five years and the availability of quality and affordable child care will become extremely important in my continuing my career as a dedicated and valuable employee to the County.
- I recently had twins my mother used to take care of my four year old daughter. I never thought I would ever put my kids in day care but I had heard so many bad things about it. My mom couldn't watch all three of them for me so I went to DES and got an approved child care home care provider. It was really close to home but I'm so unhappy with this lady. If it's not one thing it's another. She's always wanting me to get out of work early for some odd reason. I know she doesn't harm my kids but I don't think she likes her job very much but she loves the money part of it. I stress all the time with issues regarding money with her and I just want a place were I can drop off and pick up my kids and pay a certain amount of money on a weekly basis and just go home and relax or go to work and do my job without having to worry about these things. I know I can always leave this lady but you just never know what the next person is going to be like and a lot of the time I don't say nothing because I don't like to stress out or get her annoyed so I just deal with it. I do want to stress the fact that it really hurts me that I have to pay even when I don't take my kids to her. I have every other Friday off and she still charges me and vacations or holidays also. So maybe that's something you could work out for us.
- Maricopa County needs to keep in mind that not all employees are the parents of children needing assistance. In today's times the grandparents are raising children. As a grandmother raising 3 children I find the most difficult things are getting children to needed appointments and I am sure as with all parents we miss the school activities, ie; play sports special events. Grandparents also are required to complete the legal steps in getting guardianship. For those grandparents that may have small grandchildren day care obstacles and how to overcome them would be a great help. I paid dearly for the best and safest care for my granddaughters and also had to pay for transportation to maintain their safety as a result of their mother's lifestyle. We grandparents have struggled with safety issues more than any other. These have included not only threat to us but to the children we unfortunately number in the thousands. So please do not forget the needs of the grandparents raising children. Thank you, Cari
- I no longer have child care issues. As an administrator of over 115 employees, I know child care issues have been a factor on our work product and our employees' morale. I find this survey a long time coming and hopefully the County can find a reasonable and beneficial solution. A word of advice is there is little notification of this survey out there. Had I not stumbled across it while reviewing EBC, I would not have known about it. I would suggest sending out this to all departments and your responses should increase.
- I've worked in private sector with on-site child care facility and it sure helps morale.
- I have no children of day care age. Possibly elder care in the future. But remembering my problems in the past of having young children and child care needs I can honestly say that if Maricopa County had day care at low cost for it's employees it would be a wonderful thing. The biggest thing would be to have several so that all locations (County offices are very spread out around the County) would have equal access.
- My staff having to take care of an ill child mostly affects me. If a child care center is considered, will a "sick child" section be set up?
- My youngest child will be in kindergarten this coming school year. I could have used these programs years ago! Now that all my kids are in school I only need before and after school care and summer care when school is out. As for sick child care it is very difficult to leave a sick child with a stranger. From a mothers viewpoint when my kids are sick they not only need me they want me to be there and I want to be there for them. Even if there were a qualified health care provider available to watch them while I work I would feel guilty and worry about them all day. There are times when being a mother will always come first. It is hard however when my evaluation comes around and I am told that my missing work is a problem. I never miss work that can be avoided but I do miss more work with three kids than someone who has one or no children. I cannot change that fact and will not

neglect my children for the sake of a better evaluation. I was once "talked to" by my supervisor for taking time off (one day) to go with my 18 year old son for out-patient surgery to have a possibly cancerous lump removed from his chest and one additional day to take him to the emergency room when his incision ruptured and started bleeding. My supervisor felt he was old enough to take care of it himself. I was also "talked to" by a previous supervisor because my vacation and sick time were low. They said I was using it too much. I had just returned from 8 weeks of maternity leave. What a joke. I do need my full-time income to provide for my children. It is frustrating to be supervised by someone that does not have children or whose wife is a stay at home mom. What this County needs in addition to day care and day care financial supplements is a mandatory training seminar for all supervisory staff on how to deal with employees with family needs.

- I do not have children at this time but I hope to within the next 5 years. I may or may not have to work when I have children. If I do then I want to have good affordable child care services with patient and kind workers that aren't burdened with so many children.
- I would like to look at the possibility of being able to provide child care for my godchild/niece even if I'm not her legal guardian. I would like to be able to assist my family w/the cost of child care for her. With elderly care - I support anyone who may be in need of this option and hope that good options are available if I ever need to utilize this option for a loved one.
- I hope some type of program is worked out for co-workers and myself; it is needed around here. Child care problems affect me tremendously because very often I need to do her (co-worker) work.
- I think this would be a great help to all the new mothers (and I have seen a lot) as well as to anyone with a child. My main problem is worrying how my daughter is doing while she is home alone before and after school also when she gets sick there is no one to care for her so I end up staying home from work and I wish the County had these concerns when my kids were under 13 years of age. This is an excellent idea.
- Great ideas - although I currently don't have child/elder care responsibilities many of my co-workers do. As a result they often are called away from work, which means a greater workload for me. This topic affects all employees.
- Child care is one of the most important issues facing families today. Also elder parent care is the next biggest one. Any help an employer can give would be most helpful. With a baby boomer turning 50 every 7 seconds in another 10 to 15 years we will see a big change in our work population and we need to start addressing those concerns now before it hits us all.
- I am 4-1/2 months pregnant right now and feel that this program would be a great thing for us. I have no family to care for my child during work hours. I hope that this does become something that the County does offer to their employees. Myself, as well as others in hard situations, would greatly appreciate this kind of program.
- My department is very lenient when it comes to child care issues. My coworkers frequently bring their children to the office, which works out great for them, but it is distracting to many others.
- I have a daughter and granddaughter that live with me. The reason we do is so we can split the cost of living with car bills, auto insurance, car note, and day care. She was not able to make ends meet so I pay for day care so it would be helpful if we could have on-site day care facility with well area and sick area. We will have fewer absences amongst our staff. Parents can check in on their children during lunch or break time. Also parents with older children can participate in the summer by allowing their children to attend and help out with younger children. That is part of the benefits to having on-site day care. The average cost of day care for infants is \$130.00 a week and \$75.00-100.00 a week for toddlers. Most day cares charge \$3.00 an hour. Sounds cheap! Average child spends 10 hours in day care because of travel time. We can save \$60.00 a week by having our children right here at work with us and any single moms or dads won't need to get a second job to make ends

meet. That means more productive, better customer service, overall happier employees. "You do the math." You save us money then we won't be so upset when we get that little.... raise.

- I feel that the survey left out many factors with respect to my personal child care needs and didn't give the option to answer all that may apply or at least give the option to add additional comments to better explain a situation. As a single mother with three children ages 12, 9, and 7. I have been forced to count on my eldest child to care for his siblings when he arrives from school and my second eldest child to care for his younger sibling when they arrive home from school. It is a continuing hardship in the summer months, especially summer 2001 because I do not have the financial resources to provide quality care for my children full-time during summer break from school. I have also found that at the supervisory level there is a lack of understanding with respect to my personal child care issues whether it is an ongoing issue or a sick child issue. I have actually been told that if I miss an additional day due to a sick child that "termination would be recommended." So I have now been forced to leave my eldest child who has happened to be sick home alone which completely goes against my nature as a mother. I have taken this as a threat from my employer not only to me but to my family. This is a horrible situation to be in since I am the sole breadwinner of the family with no other source of income other than my position with the court. Therefore, I have no trust or loyalty to Maricopa County since I don't feel that there is any loyalty or trust given to me as an employee. I believe that a sick child on-site program would be beneficial to employees as well as full-time part-time and before and after school programs for school age children. I don't feel that any parent should be made to choose between their family or their job since it is "my family" that I have the job for in the first place.
- I have a great child caregiver who comes to my home. However, more time at home would be beneficial for parents and children.
- I recently moved here from another state and I have no family support system. Dependable child care is imperative! Since it is mandatory for us to work weekends I believe it is important to provide avenues for parents to maintain child care while other providers are closed.
- I worked 2 years for animal control and loved the work. I was forced to leave due to child care issues. I was unable to find child care on the weekends and the later evening hours that are necessary for that work. I am currently working at one of the JC but my son started having behavioral problems and the cost of day care was one of my paychecks. So now my mother watches him and he is fine but it is a burden on her, which is making me feel stressed out.
- Presently I have wonderful day care and have never had to switch providers in the 4 + years since my son's birth. My biggest problem as a widowed parent is in regard to conferences or meetings which require me to be out of town or otherwise unable to pick my child up within the schedule of my day care (he can be there at 7 am at the earliest and must be picked up by 6 pm). I have to go to Flagstaff every three months and because I am required to use a County car (not allowed to be reimbursed for my own car) it can be very difficult to get him into day care down to the office for the car and then to/from Flagstaff within these parameters.
- Maricopa County is the only governmental agency that does not have a contract with a local child care center. If the County does begin a program I hope it will take into consideration a summer program for children 5 and older. Also the center should provide sick care and drop-in care for days the children are not in school. My biggest problem is what to do when the children are off for breaks and school holidays.
- As both my wife and I work we would much prefer a partial day care subsidy for child care as opposed to on-site child care. Currently our daughter attends day care at an excellent facility less than a quarter mile from our home which gives us some added flexibility on drop off and pick up as either one of us can handle these duties. On-site child care would remove some of that flexibility as my wife currently works about 16 miles from the downtown area and would have to drive downtown if I were unable to pickup or drop off our daughter. In addition my job responsibilities do sometimes dictate that I work odd hours if there are network issues or upgrades

needed so there are times she needs to handle the dropping of and picking up of our daughter. I would also like to add that I find it encouraging that Maricopa County is looking at this issue as for many of us it is one of the single most important issues we face as parents of young children.

- I have no children of day care age. Possibly elder care in the future. But remembering my problems in the past of having young children and child care needs I can honestly say that if Maricopa County had day care at low cost for it's employees it would be a wonderful thing. The biggest thing would be to have several so that all locations (County offices are very spread out around the County) would have equal access.
- My staff having to take care of an ill child mostly affects me. If a child care center is considered will a "sick child" section be set up?
- This was hard to respond to for me. My youngest son, 22 yrs. Old, is having his first baby in August, which means I will be a grandparent. I know that my wife and I will have some responsibility to watch the baby but I'm not sure yet how much that will be. My son and his wife both work and there could be times that I might need to watch the baby during my normal working hours if they have not come up with some type of child care.
- My wife is not working right now. She's the one taking care of our children but by next year she will start working again and then I will see problems regarding child care will start to happen.
- Even during the years when my children were young my department has always been very supportive. My director was very supportive during the turbulent teenage years of my children.
- Many of my co-workers do complain that their children need their help constantly. I know this does affect their ability co focus on their job.
- I currently have two teenagers and no longer find myself in the child care bind that I was in several years ago. I did quit jobs and accept less responsible jobs because of child care. Currently I am working 24 hours per week and have a flexible schedule and I am elated. An understanding boss made all the difference. Part-time work and job sharing opportunities are essential. Here at the County most employees have not been given the option that I have. I'll never leave my job because I have the best schedule in the world!
- My problem with day care/before & after school care is when school is out a day or week (holidays/spring breaks/fall break etc) the after school care closes also so I have to either bring my child in to work (try to keep him entertained and not disturbing anyone) or I have to take the day off. Either way I lose work time. Invoices don't get paid orders don't get ordered and reports don't get done. It would be nice to have day care that on occasions like this I could drop him off and not have to worry about what to do. Thank you for the time and efforts in doing this survey.
- I believe that offering child or elder care will greatly benefit the County employees. I plan on having children within the next year and I know I would take advantage of any child care offered.
- My daughter is currently unemployed but will test for license for respiratory therapist and then continue to work. She has worked on a temporary license for 6 months and I had to pick up the baby from day care. It was a nightmare to have to leave right at 5:00 to be to the day care by 6:00 as the day care closes right at 6:00. I have tried to work around her schedule of 12 hours a day but it is very hard. I know that day care is her problem but I try to help as they are living with me and she needs to work. My brother is not in too good of health and will need care probably within 5 years and it will be my responsibility to try and make his last days as comfortable as possible.
- I am a new employee as of Feb. 2001. I have 2 kids w /no family in Arizona. My husband and I just moved out here a little over a year ago & we are living w/ his parents. In the morning my mother-in-law will watch them until 11am (my 4 year old is in pre-school from 8-11am) and then will take them to my brother-in-law's girlfriend. And

the only reason she watches them is because of my brother-in-law. And she's always in a bad mood every time I see her. So its pretty difficult when they're being moved around like that a no good babysitter and we being unable to provide such security because its a strain in our wallets. Although my son's school has an extended day program it's pretty expensive and there's been problems with that as well, so regardless we're stuck.

- I baby-sit my 1-year-old granddaughter when my daughter is working. (They both live with me.) I could not fit this into a category. Although I am not responsible for her while I am at work there are times when scheduling becomes an issue. I was not sure how to reflect that on the survey.
- I would only use this service if it were to happen in the next 2 years - after that my kids will be enrolled in public school w/before & after school programs. And there would only be a need for sick child care!
- I would like to see a child care facility in the southeast complex we have a lot of mother that could really use this. A child care facility would increase attendance boost morale and create loyal employees.
- I am very happy with my current day care for my children; however, there is a problem when my children get sick. They cannot go to day care while ill. Therefore, I have to stay home with them.
- No comments in this area really. I am tired of some of the men bringing their child to work when child care did not work out conveniently. These men are not productive make a spectacle of themselves that is not impressive and I have never seen a mom behave this unprofessionally. Maybe it's gender bias. I don't know.
- I am currently pregnant with my first child and have concerns about child care.
- This is not relevant to my situation; I have already been through all this with my family. However the stress takes its toll on a person and on his job as well as on ones coworkers. If you are truly interested in assisting an employee who has to face these problems you would consider having temporary on-call help readily available at all times to step in and help the unit affected by an employee's absence due to family needs and emergencies. Leaving a vacancy in a unit while one employee is out on family emergency and/or personal leave of absence due to illness creates stress and resentment apathy and usually more mistakes and carelessness in the produced work due simply to overload.
- I hope to have children in the next five years as indicated above and would really like to see the County provide free or low cost day care services for employees. I believe providing this benefit will enable the County to retain more of its employees.
- I work nights so I only need child care for daytime when I am sleeping. However, I feel like I would be more ambitious in my career if I felt more at ease with the child care my children are in. I have trouble finding reliable consistent child care on a part-time basis. I do not feel like I could take a different shift because of the expense of day care as well as the inability to find care that I am comfortable with.
- I would like an in-house child care so I can eat lunch with my daughter. There is also a problem with sick child care. I don't have any and would have to miss work to stay at home when my daughter is sick.
- On-site child care would be great for employees with children 0-5. However, child care near the office does no good for the employee whose children are in school and then need care. For those employees, the issue is much more difficult. Subsidies to help us afford child care as well as appropriate wage compensation would be the best way to assist those of us whose children are in school but still need care after school. In addition, the summer months are the biggest hardship. Basic child care/day camp is not what the typical older child wants. Innovative summer programs such as drama camps and sports programs are what are needed for the school-age child during the summer. These programs are difficult to get children to as well as being expensive. Yet, these are the best options for children of working parents during the summer. Summer assistance in this area would be of great benefit to many of the County employees. Thank you.

- I have a child but my son does not live with me at this time. He lives with his mother. We have an agreement through court and I get my son every other week. My son is currently in a child care program through his mother's schooling at AIBT. So, therefore, I do not know the cost of his care and how many hours a week he spends at the care center.
- I think this would be a great program. As for me personally, I am expecting another child and I have been considering going part-time because of day care related problems. If this program happens, I could keep my full-time position.
- I'm sure that the demographics verify that the Glendale/Peoria area is seen as a high need just as much as the high concentration area of downtown Phoenix for these potential services.
- There are quite a few supervisors/managers who don't have children or haven't had to deal with them due to their spouse being able to stay home with them. Hence, there is hardly any support whatsoever when there are sick children or any other emergencies having to do with children.
- While two of my three children are beyond child care concerns and my third child at 12 is responsible for his own care before and after school, as a manager I must deal nearly daily with employees who are faced with child care problems. Their problems affect the other employees and our overall operation. My perspective of their needs is: cost (I have a lot of single moms - making an average of \$10 per hour) and availability of care for shift work and weekends. While care for ill children would certainly be a benefit for extended illnesses, most parents (especially mothers) want to be home with their child when they are ill (and the children want this as well). There is that comfort factor that has a negative impact on work productivity if the parent is at work and wants to be home with the ill child (phone calls home). Again though my major child care concerns are in the past, these issues I have relayed as a manager were also personal issues when my children were young. I have lived them personally and again professionally.
- It seems irresponsible that a facility, which has a hospital, cannot establish a child care facility for children who are too ill to attend school. It is the times when they are not feeling well enough to go to school or the school calls for you to pick them up that most work is missed or productivity is halted in mid-stream.
- My coworker suffers from the need for child care. She needs more help than is available to her at this time. I am getting ready to start having children myself and am concerned that I would have to quit my job because of the needs I will have for child care. My work is very important to me and I want to continue working after I have children. I am looking for a solution that will allow me to continue to work while starting a family.
- The clerk's office is very busy and a lot of times backlogged. If there was on-site day care or a facility close that would be open longer hours so there is time to stay and help get the backlog caught up, I know there would be many employees taking advantage of the time and money. It would be great to have a place to take ill children so you do not have to miss work all of the time. If you are a single parent, it falls on one person's shoulders and that could cause a lot of friction at work.
- My spouse has had to quit his professional career to stay home with our children full-time. I did not have the option to stay home since my benefits are/were better than what he had available. Our income has been minimal since he has been unemployed. It is stressful since I work very long days leaving at 6:00 in the morning and getting home after 6:00, being tired and "cranky" after having worked all day. Then at work I have to cover all the people that don't come to work because they get away with calling in sick all the time. You should have another survey about the employees that take their jobs for granted and never are concerned about their co-workers that they leave hanging. When are we "dedicated" employees going to get pay increases for performance to keep us motivated?

- I am seeing someone who has two kids but we don't live together. I still am part of the pick up and dropping off of the kids but it's like it doesn't count where work is concerned because they aren't legally "my kids." I need to help out with the kids, too, but no one recognizes that need because we aren't married. I think convenient child care is very important and affordable child care also. The County definitely should sponsor or subsidize a place for all its employees to possibly take their children for child care. I am also a supervisor and my employees that have kids have to stay home when a child is sick because day care won't take them. This could be a week or longer just because the child cannot be left alone and there is no where else to take them. Maybe come up with something for sick children so the employee can have the child nearby but still be at work. Thanks for looking at this issue.
- I do not have children under 13 but I remember one year where my daughter was ill on and off. She got hair lice at day care then had small pox. There was a short break then she got something else. I got written up because I took time off to be with her when I was working for the City of Phoenix about ten years ago. My husband is over 65 and currently is healthy but that could change. I think these are important family concerns that are finally being addressed.
- My answers to the questions are the way they are because my wife takes care of our child at home. She also provides day care for a couple of other children. If I were not so fortunate, my answers would be different. Of course. What I mean for example are my answers to question 25. If I used an outside day care provider every resource listed would be "very helpful" to me. Just because some aren't helpful to me in particular does not mean I don't consider them important. I do and I think that all should be available to any person who might need them.
- Offering child care at a reasonable price during the days/evenings would be a major recruiting/retaining factor. This is something that we can use...and need. This is a great idea! Thanks.
- I have a four-year-old granddaughter that I occasionally need to drop off or pick up from day care. More choices for the working parent would be great.
- We are planning to adopt within the next five years. We have seen parents with a greater degree of stress. Since work moves at a faster pace, one cannot take the time needed to care for their children. Plus with child care increasing at high rates and the shared infections at day care/school, it is a wonder that a parent can stay in any one job for very long. Any additional improvements would be a relief and greatly appreciated.
- It's very possible that I will be responsible for my grandson who is age 7 at this time.
- The most difficult situations I face re: child care is when my kids are ill or when they have school off for a day but I don't (e.g. teacher in-service days) or extended Christmas/spring vacations. Also the non-routine meetings or travel needs of my spouse who normally covers our after-school needs.
- I have been a County employee for 10 years. My child care issues are not bad now due to older siblings (now 5, 7, 12, and 14). However in past years there were many issues due to child care and illnesses (asthma). My big problem was transporting a kindergarten child to and from school and day care when I worked 12-15 miles one-way away from home and school. I would get to work and have to leave 2 hours later to take child to child care provider. Most child care centers and providers do not do late evening hours (after 5:30 or 6:00 PM).
- I am very much in favor of child care programs for County employees. In the next five years I will have children and I am overwhelmed by the cost and lack of affordable day care. Having more options would help me and make my life easier, especially if day care was downtown and close to work.
- I would like to have another child in the near future but I am very stressed about the financial hardship it may cause having two children in day care (and my husband and I make fairly good money). I feel for my employees who are single mothers and trying to survive....I don't know how they do it! I currently have 3 single mom's

working for me. I know if the County offered affordable/quality day care it would be a great relief to all of us. There have been times when these mothers come to work in tears because they have dropped off a sick child at day care because they didn't have anyone else to watch them and they could not afford to miss work. It's heart breaking!

- The survey does not provide a clear option to indicate that the employee has young children but has a spouse at home full-time to care for them.
- Sick children cause many of my subordinate's absences. I would like to see an option for sick child care.
- When our child was born, my wife quit working outside the home. Has anyone ever heard of personal responsibility? Why on earth would people want someone else to raise their child? I don't think it's an employer's responsibility and, in this case, County government to provide such services.
- As far as sick care is concerned, if my child was sick and child care for sick children were offered, I would not use it because I feel my child needs me as a parent to be home and to comfort them.
- I left my previous job at the bank because of child care problems. Right now I am currently working 2nd shift but I did have to take a pay cut. The only problem is that since I live kind of far I still need child care for my 3 kids until my husband comes home. Right now my father-in-law watches my kids but is not always able to. It is very stressful trying to find someone to watch my kids. I would like to go back to working mornings but day care is just too expensive for me.
- I work the night shift 4:00 PM-midnight. I am fortunate because my husband takes care of our youngest at night and we have a teenager who takes care of the youngest after school until her dad gets home from work. The only time I would use a program like this would be if my husband were out of town and my oldest daughter also had to work. If I still worked days, I would definitely consider this program and probably use it. I think you should offer it to people who work nights; I know others who work nights who are single moms and "night" care does become an issue sometimes. Finding quality reliable child care at night is more difficult. I feel very fortunate that my family situation works out like it does.
- Emergency child care options would be very helpful - for those days when your child care arrangement breaks down - as would after school care. My three year old will be starting preschool soon; school ends at 2:30 and it will be a challenge trying to arrange for after school care. Her current provider lives near our house. Picking my child up from school and taking her to her provider's house in the middle of the day would take at least an hour out of my day.
- My wife stays at home to care for our 5 children (soon to be 6). I think we're doing pretty good. It would be helpful if the County were to give us a boost in wages and help to take care of student loans. The day care and elder care programs are nice. I know they would help friends of mine; however, it would not benefit me personally.
- My wife currently stays at home with our children so I wasn't able to answer the majority of the questions. However, if she was working, I feel a child care facility at work would be wonderful and I would most likely use it. Thanks.
- I look forward to seeing more on this child care issue. I know it is a topic that concerns many of the employees of this County. I hope the County comes up with a plan of action and follows through with it.
- At this time I am responsible for transporting 2 grandchildren to and from day care in am and pm.
- The problem for me as being a single mother of two is that I work in Phoenix and my daughters' after school and pre-school programs are in the east valley approximately 45 minutes away. So if there were emergencies after I got to work the distance to go back towards my home and where they are can be challenging to say the least. It

would be really great if Maricopa County can provide day care/after school programs close to employee's work address as most private companies do.

- I will be a parent in July – actually I'm due July 17. I'm very interested in child care for my child also in telecommuting if possible. I would like to be continually informed and updated concerning this project for the County. I am in support of child/elder care for our families.
- My choice of day care is based on the geographical, low crime, close to home area and the curriculum offered. I prefer that if I need to send my son to a day care that he receive a head start on his education. Once he does start school, I want him to be able to remain with the same children he has attended day care with and that the day care is located near where his school is for after care. The only trouble that I run into with day care is when my son is sick. There is nowhere to take him when he is not so sick that I need to stay home. I have to be honest, I would not bring my son downtown to attend day care. I would still take him to a day care close to my home.
- Personally my biggest problem at this time with child care, and it continues to be a problem, is that I work evenings – 3-11 PM. Whenever my work schedule changes temporarily, even for a few days, for example to attend training classes, it creates a real problem for my family and me. My child's needs are based on my work schedule. Temporary changes create havoc to the point where at times I have had to decline training classes even though they are mandatory. That is like penalizing me simply because I do not have child care due to a temporary change. We are at the mercy of the child care providers.
- With an older child (age 6) I have passed the daily stresses of pre-school and infant care. That experience, however, was very stressful. I now encounter stresses with the cost of full-time summer care. Although outside the parameter of this survey, the greatest burden in my life with a young child are my student loans. I have worked for the County and for a large private law firm. I would rather stay with the County but it is very difficult to live on the wages given the high balance on my student loans. I would happily participate in any program concerning my student loans.
- Would this program cover grandchildren if they live with you? I presently have a 5 year old that I pick up from day care after work.
- I am not sure if I answered the questions, as I should have, as I am a grandparent who cares for a granddaughter 50% of the time. I play as much of an important part of her life as her mother as there is no father in the picture.

Quality of Care

- I believe an on-site facility for child care would be extremely beneficial; however, I would rather pay more money to have QUALITY caregivers.
- My spouse and I work different shifts. This way one of us is always home with the children.
- As everyone with children knows child care has become expensive and a "turkey shoot" to get a good provider. I would pay more if I knew my children were also fed and had a way to participate in many activities.
- I am more interested in having high quality care for my children than saving money. As such, if I did not feel the program established by

I feel that a day care closer to work would make things a lot easier on a lot of people. It is very hard to find quality child care with people that you can trust. I live in Avondale and it is impossible to check on my child at lunch or if he is sick and when they call me, it takes at least 30 minutes just to get to him. I feel it would make people's lives a lot less stressed.

the County met my expectations I would not switch providers. Additionally, I do not want a program that is subsidized by tax dollars. The amount of child care on a weekly basis for my second child only addressed the cost during the school year. During the summer the cost goes up from \$40 weekly to \$90.

- My children are 10 & 12 yrs. old and do not require day care anymore. I wish a program had been available through my employer when they were younger. I and other employees would bring our sick kids to work when they should have been at home in bed simply because our boss (who had no kids) never believed our kids were sick. Good quality day care is hard to find in this day and age. I think it's great that the County has at least decided to "toy" with the idea of providing day care. It shows that some employers really do care about family well-being.
- My spouse was forced to leave her employment to stay home and provide child care for my children. She left a very rewarding career, which paid a decent wage. Child care issues are important enough that we gave up this source of income to address them. If the County provided QUALITY, INEXPENSIVE, SUBSIDIZED child care, I would very likely have much interest in the program. It would also be a definite factor in considering my future with the County.
- Although my wife is at home with our youngest child, the cost of this care is the loss of her income as a working professional. The trade-off is that our son is getting the best most loving care possible in his most formative years. The compromise comes when he reaches age two and we place him in a care environment so my wife can resume her career goals. Like our eldest son, it is our preference to place him in a learning and leadership environment (Montessori) rather than an entertainment environment (Kinder-Care). It is also a big benefit that our eldest is in a pre-primary program that moves up into a charter-school starting with kindergarten and running through 8th Grade. Child care is a large fiscal investment in our family budget but also one that we would not trade for a lower quality environment for our two children. As such, my loyalty to the County as an employer hangs on my ability to take care of my family and if the County offers no advantage over another employer with a higher salary range, the decision falls on the needs of the family. I am very pleased that County leadership is looking at this possibility but I also fear that it may turn into a program similar to what is generally available commercially. I encourage those guiding this process to put their vision caps on and really make this into a "Best in Class" program that goes beyond caring for the children and really move toward providing a future for them through a clear path of care education and leadership. The resources the County has are phenomenal and they need to be directed toward our future – our children.
- Eight months ago I embarked on a mission to find close, quality child care for my current child and expected child. I found a wonderful facility near my work. As a result many of my child care issues were resolved. I am able to attend functions during the day that do not conflict with my work. I feel more involved and less guilty about leaving my kids. I am supportive of any effort to offer employees these same benefits as it has reduced my stress with my child care issues. I am more productive, less distracted, and feel better about leaving my kids while I work. If more employees had the same benefit, I believe it would increase the productivity and general well-being of County employees. I am glad this issue is being pursued.
- I am planning to leave MIHS by 09/01 due to my young children. It is not that I do not have a good babysitter but I am constantly worried about them due to their young ages and the responsibility it is for my sitter. I have heard of employers that provide child care facilities in their place of employment and I would not hesitate to bring my children to a provider in this setting unless the quality of care was not acceptable to me.
- If this day care facility were also used for people who were visiting inmates to leave their children, I would not enroll my child in it. It would have to be Maricopa County Employee's exclusively.
- My husband (who also works for the County) and I are very concerned about the ability of having a second child (we currently have a 3 year old in a child care facility that only cares for children 2 years and older) because of the lack of quality day care for an infant and the cost of having an infant in day care. If there was a facility near

work (where a parent could go and see her/his child during their break/lunch and mom would be able to breastfeed) that provided quality child care for infants at an affordable price, we would feel more comfortable and more willing to have a sibling for our daughter.

- I would be very interested in a child care center depending on the quality center that was built. I currently pay a lot of money for child care but my children receive the highest quality of care. I would not jeopardize their care to save a few dollars.
- The quality of child care is bad. I worry about my child and how she is being treated. I also worry about the quality of education my child receives. The cost of child care is too much for me to handle on my own. Being a single parent, my income is not too bad but it is not enough. My child's relatives are the only people that I can count on right now. However, my child is not learning or advancing like I feel that she should. My child does not interact well other children and that worries me. My child is very smart and outgoing but when it comes to public contact, my child's actions are very reserved. I would love to be able to afford \$85.00 a week for child care but I can't even do that. It hurts me. Any help would be great.
- We have dealt with our child care problems by alternating our schedules so that the kids don't have to be in child care during the regular school year. The problem is that we don't get to spend much of our free time together because of our schedules - one very early and one very late. That puts some stress on the family. We basically get to spend time with all of us together only on the weekends. This still doesn't help with early release days (from school), illnesses, and summers.
- I work full-time and want my daughter, who is turning two years old in July, to remain in the home of a non-relative sitter because my daughter receives more individual nurturing. However, I also want her to attend preschool twice a week so that she can interact with other children her age and be challenged intellectually and artistically. I'm not able to afford both because two part-times is much more expensive than one full-time. My other daughter is being promoted from first grade to the second grade. She takes the school bus to and from school from my toddler's sitter's house. It's nice having them together. The problem I'm encountering is finding a summer program that my 7 year old can stay at while I'm at work (8 to 5 + travel time). She gets bored at the sitter's and she gets too tired at the summer program because the days are so long. I hope this gives you a picture of what we hope for our children.
- A child care facility that provides care at reasonable prices would really benefit me. Another thing that is important is enough staff per so many children – not one care person and 30 kids. Not good.
- I have recently gone to part-time employee so I can be with my children more. Also I felt like my children were not being properly cared for, but it is very hard to find babysitters who will watch kids from 3pm to 11pm or until you can get back to that location.
- The two most important factors in my child care situation are the rising costs of child care and the availability of sick child care. The rates for child care are huge for regular working employees that do not qualify for federal and/or state aid. Because I live in a two-income family, we exceed the wage bracket and are qualified for no discount whatsoever. At times this year I have paid up to \$230.00 per week. This past year I had the privilege of working for an establishment that provided sick child care for a nominal fee that was deducted through payroll each time used. This helped to cut down on time absent from the workplace tremendously. I appreciate this opportunity to express my views. Thank you.
- I am very interested in getting quality care services for myself, as well as for all County employees. I hope this service will be for just County employees only and not include outsiders. Another great benefit would be to have care services available while you work out at the gym facility or attend a wellness class. I have seen facilities have like a jungle gym available while you work out.

Cost of Care

- As both my wife and I work, we would much prefer a partial day care subsidy for child care as opposed to on-site child care. Currently our daughter attends day care at an excellent facility less than a quarter mile from our home, which gives us some added financial burdens.
- Currently my wife (a former County employee) stays home full-time to provide care for our son. This has caused some financial problems but we feel they have been worth it to provide our son with the quality care only a parent can provide. Something should be done for the families that have made this same decision and to encourage/allow other families to make the same choice. My wife plans to go back to work when our son starts school. Some type of support for after school programs would be most beneficial to us.
- The cost of child care is a big burden on families. Especially during the summer when more child care is needed and prices double. Currently I pay \$158 a week for full-time for my preschooler (who starts kindergarten in fall) and my 2nd grader. During the summer I will be paying \$216 a week, which each pay period is \$432, that is 75 percent of my paycheck paid to day care and this is from a lower priced day care! That amount even with 2 incomes is not enough for families to live on. Some day cares charge even more than that. If only one income is coming in, families can't survive and because of day care 2 income families struggle. There has to be some way to have some kind of help.
- My husband currently stays at home to watch our son while he is still an infant so I don't have cost and transportation concerns regarding child care at this time.
- While the child care issue doesn't currently impact me directly, it is an issue I feel very strongly about and believe that agencies/companies need to supply that benefit in a cost effective way to their employees. I believe it will have a positive impact on the workforce and assist single parents by allowing them to perform their duties knowing their child is being cared for in close proximity to their work environment.
- It is very difficult to find quality child care. We are paying an arm and a leg for quality but the hours are only 9:00 to 3:00. My husband is a full-time student. He has had opportunities for employment but we cannot take advantage because of the cost and up-front monies necessary to change centers (first month/last month/registration fee). Also my high-demand job and work environment don't allow me to take time off if my daughter is sick or if her preschool is closed for the day. So usually it works out that my husband just stays home with her but then he misses school. He only has one year left so hopefully this will change. We are planning another child soon but I would like to decrease my hours so that I could pick up my daughter from kindergarten and have extra hours with a new baby. I do not know if my supervisor, or especially my manager, would be open to that idea but I will find out soon.
- I am currently having a major problem with obtaining affordable child care for the summer months for my two children. Many people in the Maricopa County area aren't originally from here. Therefore, they lack the family support to obtain the help with child care from relatives that is needed. Since children are out of school during the summer months, it would be helpful to employees to have an all day summer program with affordable rates available.
- 90% of most child care problems result from trying to save money if a licensed program did not cost so much money more people would use them. I currently use a licensed facility that costs \$140.00 for before and after school care (20 hours per week) for 1 child.....if I had more than one child I would have to hire a non-licensed individual to watch my children making life even more stressful. Costs for child care are outrageous especially when the County does not offer yearly raises for the cost of living and the cost of living just keeps going up and up.

- Child care is an important issue. I have no children at this time but do plan to in the immediate future. Part of my reasons for waiting to have children is concern with how I will be able to take care of my child while working. I know some people who stopped working because their whole check went to child care. That shouldn't be necessary. With the size of the County there is no reason why the County couldn't provide child care or at least reimburse for child care. When we do have a child, I am seriously considering quitting and finding a job that has more flexibility in schedule.
- The locations noted for possible child care facilities are good. However, I would like to see child care facilities central to all locations. As probation officers, we are often at different locations and change positions or buildings frequently. What about having child care in the Mesa/Chandler area? Another issue is the cost of child care. Studies have shown that Maricopa County employees are underpaid; but, in the meantime, the day care costs are rising. I currently have home care but in August 2001 I will have to place my child in a day care center because my home day care provider is moving. The costs are VERY high. For employees that make under \$30,000/year having a child in day care at \$600 per month is VERY difficult!!!!
- Day care has become so expensive that it is hard to pay child care and maintain a household. Last year I resigned for 8 months due to not having adequate child care. I have recently returned back to work and I know how wonderful and convenient it would be to have child care close by.
- The cost is greatest in reducing spouse's higher education, gainful employment, and related issues for financial viability. Vehicles afforded have over 200,000 miles each. Fix-up home continually in fix-up mode due to income constraints. Work is the greatest that's why I stay. After being on salary not hourly, work is added/required that consistently takes more than 40 hours. Work missed needs to be done after return. Little can be done while gone due to nature of work. Study, research, memberships, and journals are needed for increased competency/effectiveness but all are on own cost and on own time. Reality is not a complaint. Just working hard to make life better for my children and others is the basic life philosophy motivating to me. Anything to relive current stresses (and those to come) will help in betterment to all myself included.
- I don't know whether the thought is to subsidize the cost of child care, offer it for free, or just have a day care center solely for convenience but at a regular cost, etc....? I think it would be very convenient to have a child care center downtown since I will have to continue working when my husband and I decide to have children in the next couple of years. But, I am more concerned with the financial aspect of it. Some day cares are so expensive that it becomes worthless to continue working once you have more than one child. In my situation, I will have to work because my husband is a school teacher but I will only be able to continue working at the County if I can afford to do so. I am very hopeful that this child care center will allow for that. In my opinion I would like to see the County offer a program that is either part of the benefits package to County employees or at least where a large discount is given to County employees. P.S. If this actually happens do we have an estimate of when it would happen?
- My child goes to year-round school and has several three week breaks throughout the school year and child care is \$20 a day and \$12.50 for half days which breaks down to \$300 for the three weeks and \$250 a month for half days. I have rent at approx \$600+ a month, phone, insurance, transportation expenses, clothing, food, electric, etc. Working overtime becomes very difficult and I need to for extra monies. I'm not able to transport my child from school to day care. It is very difficult...I would need an affordable child care with transportation to and from the school my son goes to, or a school program that allows children to be at school as early as 6:00 AM and as late as 7:00 PM. At the present time, I have withdrawn my son from day care due to prices and inserted him to an after school program called Latchkey located on campus where after school he can stay as late as 6:00 PM. However, on no school days, there is no program offered. It is only offered during school and on the 3-week breaks. I have to make other arrangements, which is difficult, due to the fact that all adults in the family work and have the same problem as I do?

- I do not have any natural/adopted children of my own but I do spend a great deal of time with my boyfriend's children. He has two a 10-year-old and a 14-year-old. His daughter is 10 and has recently/unexpectedly started living with us within the last six months, while his son is still living with his mother. Finding reasonable and responsible adult/s to care or watch over Melissa has been extremely difficult. If I were to have biological children in the future, it would have a great amount of impact on my ability to continue employment with Maricopa County. The reason for this is due to child care cost currently is over \$250 per week for "reasonable child care". That is over half of my monthly pre-taxed income and close to 3/4 of my after-tax income. With the pros/cons dealing with the income vs. child care cost, I would need either a better paying job (outside County employment) or reduce my commute/work hours.
- The biggest hardship I encounter as a single parent is the cost of child care for my children and not being able to get home earlier in order to help with homework, cook dinner, and spend time with them. The best solution for me would be a subsidy to help defray the costs and an earlier schedule with a half hour lunch instead of an hour. This would enable me to work from 7:30 to 4:00 and be able to pick my children up at 4:30. I have a great babysitter but she sticks to the 5:30 closing time very closely. My children are the only ones there after 5:00 and it's obvious that she is ready to end her day, so they feel it too. She often has other commitments and leaves them for the last half an hour with her husband who does not interact with them at all. I feel sorry for them and I don't want them to feel unwanted. This causes me a great deal of stress every day at about 4:30 and I'm often rushing out of here at 5:00 wondering if I'll hit traffic and be late.
- I am a single mother of two. I depend on a friend to take care of my baby while I'm at work; and my 10-year-old takes care of herself, which makes me very nervous. The major problem with child care for me is the cost. I barely make enough to support the household bills, which doesn't leave any leftover for day care expenses. Yet I make too much to be considered for DES help on child care. Child care expenses are outrageous. As a working single mother, there is no way I will be able to pay a day care center or other private sitter and still be able to provide for my family.
- I would like to address your statement as to competitive child care services. The County does not pay their employees enough for us to pay the competitive rate of other child care providers. For example, if I was a single parent, I would most definitely have to find another job that would pay more just to be able to pay for other competitive child care providers.
- Child care resources and funding has become a major issue in my household. It is extremely expensive to have top quality child care that affords my developing child the opportunities to grow and adapt socially. I have two children and, like most parents, I want the best available care for them when I am not around to care for them myself. I need to have confidence in the child care resource to allow me to fully concentrate on my job. It would be a great benefit to offer child care to employees as a BENEFIT. This would greatly increase the County's opportunities to hire and retain good employees!
- Jesus Christ. It's freaking embarrassing to tell people how much we earn while working for local government. How the hell do you expect us to afford child care!!!!!!
- Having an on-site child care facility that is affordable is a huge factor in family planning for my future husband and myself. Also the convenience is a huge factor as it would cut down my driving time and some stress level when I have children.
- I cannot afford child care. If I could, they would be in one. Questions relating to whether I would leave employment to stay home with my children are crazy. If I left employment how would I pay for my home. If I could afford to stay home, I would not need child care or a job. I am sorry but this is an insult to me.
- The County should have a child care center for County employees and since the pay is sooooooooooooo low in the County, so should any child care fees. That way people can work more full-time hours.

- I believe any extra money for child care would be very helpful. I am happy with my current day care facility; however, it costs about \$900 monthly. This extra cost does make it more difficult to work extra shifts attend court or have any back up care for emergencies. The hours of my current child care are strictly enforced. Therefore, I do not have flexibility. I have used Mariflex and found it somewhat difficult due to the fact that it is a reimbursement rather than a separate account that is easily accessible. Thank you for hearing my input!
- Basically the lack of affordable and reliable child care prevents my spouse from obtaining a regular full-time job. This, of course, is less income for the home. Part-time work and child issues (i.e. illness school problems etc.) would not be feasible because my spouse's income would be spent on child care leaving little income afterwards. This is the primary reason my spouse is not working. We both would like to be a dual income family without child care taking out a significant amount of our income. Child care is not worthwhile.
- The cost of child care is an important factor in my decision to have children. I would like to see the County explore the possibility of providing lower-cost child care for County employees. The biggest problem is finding affordable child care and then how to get the child from school to day care every day without leaving work.
- We have a number of single parents trying to provide for day care and meet expenses on salaries that are barely above poverty level. If the County could somehow subsidize the cost of day care or develop ways to reduce costs for these individuals, it would reduce turnover and improve satisfaction.
- I really enjoy my job and I can't afford to not have it, so an on-site child care center or one that was nearby would be excellent – one that would give my child the opportunity to be with other children his age and have an educational impact on him also. I currently pay \$115 plus food a week for child care, which is nearly one of my paychecks a month. A reasonably priced center is ideal also. All in all I want somewhere to take him nearby, reasonable, and safe for him so that I won't be worried about leaving him there for 8 or 10 hours a day 4 or 5 days a week. Somewhere that I know he is growing mentally and physically and he enjoys being. With the day care horror stories that you hear about all the time, it's pretty scary to consider child care centers now. I think the County should understand that a working mother usually doesn't have the choice to stay home. It takes two to make the bills now and we need help, too. I don't mind paying someone to take care of my child. I just wish that everyone understood that it's hard enough to make it without day care expenses, let alone with them.
- The low wages paid by Maricopa County make it difficult to remain in the workforce as a parent of small children. Day care costs are a huge expense; what's leftover after they are paid is minimal. It's frightening to think of how single-parent families can survive if employed by the County. It would be extremely helpful if the County would increase wages and offer on-site child care choices. It would also be helpful if the County would be more flexible in terms of work hours and shifts, part-time employment, job-share, etc.
- Usually if an employer offers day care to it's employees, the rates are so outrageous that only the higher paid employees can afford to take their children to those day cares.
- Currently I am blessed to have my Mom helping me out. However, my three-year-old is ready for structure and social stimulation. From this age until she begins school is a hard age to trust your child to just anyone. You want to prepare them for school yet be able to still provide for them. \$\$\$\$ With my work hours and money stresses, I have not been able to find a part-time care center that is acceptable.
- Although I do not have the responsibility of having dependents to care for, I feel that based upon the current income status those employees who do have dependents need to have some type of program in place to adequately meet their family needs.
- I know that child care (and adult care) is skyrocketing in their costs. Certainly a nice perk for those who need the assistance.

- If employees could be subsidized for child care over and above their normal/regular salary, it would help in the cost factor. After paying for child care, sometimes it isn't worth working.
- My biggest problem would be how to pay for the babysitter that I have because she has provided for my children since the oldest was newborn and has provided since for the rest of my children
- Due to demands of law enforcement (i.e. – 24 hours / 7 days) if economically feasible short-term child care available any hour of the day would greatly reduce hardships on both those with child care issues and those who may not have child care issues but are negatively affected by scheduling exemptions given to those with said issues.
- Having more pay would be a good thing. However, I cannot work the hours I need to make the necessary promotions happen. So this would be part of the reason for leaving for better hours & salary.
- Subsidized child care would be great. As a County employee I make too much money for DES day care assistance and also don't make enough to send my daughter to a "good" day care, which is expensive. I have to keep a part-time weekend job (i.e.- more time away from my daughter) just to keep her in a good school. That's pretty sad if you're looking for my opinion. Raising employees' hourly wages would help slightly too. I feel very underpaid for the amount of work that I do and underpaid enough to need a second part-time job.
- While I do not currently have any children, I am expecting my first, which will be twins. Balancing child care and working is a big concern. If I could answer question #25 above, I would indicate that a referral service, nursing mothers program, partial subsidy, and an affordable, dependable and quality care facility near work would highly interest me. I would be very likely to enroll my children in this child care during days and probably less than 30 hours per week.
- I have a technical job with the County and it does not pay enough to pay for any child care. Any kind of subsidy that would help pay child care near my home and my children's school would be helpful.
- My husband currently stays at home to watch our son while he is still an infant so I don't have cost and transportation concerns regarding child care. But because of costs of child care and finding someone responsible to watch him we have chosen for my husband to stay at home and for me to return to work. With only one income it does put a strain on finances but our current situation requires my husband to stay at home. If child care were available for us closer to my work it would greatly benefit us. I think the County would make a great step to benefit its employees by providing some sort of child/elder care. I think it would improve attendance and employee morale. I think employees would be much more productive in their jobs knowing their child(ren) were in a safe place, were close by, and were being cared for by qualified professionals. Thank you for taking the time to do this study and for listening to my cares and concerns.
- Day care charges should be pre-tax or should be figured individually on the NET take home pay instead of the gross. People live off of, and pay day care charges, on the NET pay not the gross pay.
- It's hard to find good reliable day care service at a low price. Maricopa should provide some help.

School Age Child Care

- After school care is essential, being that my kid gets out of school at 2:30 but I do not get off work until 5:00, at an affordable price with quality programming.
- My kids are finally at an age where they can stay home by themselves - my concern is the summers now - they are long and boring and the kids are home a lot by themselves. There are numerous summer activities I could enroll them in but the hours are such that there is no way I can transport them to and from the activity with my work schedule, i.e. programs run from 9:00 AM to 1:00 PM or 1:00 PM to 5:00 PM and I leave for work at 7:00 AM and get home at 6:00 PM. Having a summer program for the kids would be great - even if it were just a couple days a week (near work) so I could drop them off at on my way to work and pick them up on the way home.
- The school my child attends offers a PACS program. This program is sponsored through the City of Phoenix and only costs \$10 for the whole school year. However, they offer the same program for the summer while children attend summer school classes. The problem there is with the hours of availability. They would need all children to be picked up by 2:30 PM. This is very hard for me considering I work 8:00 – 5:00. A program would be very helpful for the times that the school campus is not open during the summer months.
- Summertime care for younger children is almost impossible to get from 8:00 – 5:00 or is very expensive. I have raised three children from birth while working for the County at considerable expense. This type of program has been a long time coming and would save numerous employees that quit or require special hours due to day care costs hours and distrust of available day care. Please help those people that are in the situation I was in for years. It has also caused strain on my marriage through the years because of someone having to work an evening shift to make sure someone is home during the day due to not being able to afford all the costs. Thank you.
- My child attends a Catholic school in Tempe (Mt. Carmel). As a widowed mother, I have no reliable way to get her from school to an off-campus after school program. I have to rely on other parents to drop her off at home and she is by herself or I pick her up at their houses. For five years my grandmother lived with us but she passed away at the age of 86. I paid a lady to come in and take care of her for about two years. I am very pleased that you are doing this survey and I hope that we can make things better for other employees in the future.
- In addressing child care issues, giving an average need for some of the child care questions you ask is tough to gauge. For example, in my case, during my youngest child's school year I have regular need for child care services on weekday afternoons. My child's charter school charges exceedingly expensive fees for after school care for any amount of time that the child is left there. His school and my workplace are ten miles from home. There are also those annoyingly frequent half-day sessions and break days when there is no class at all and lengthy spring and holiday break periods. During summertime paying for and shuttling my child to various summer programs, while maintaining a professional work obligation, can be very stressful. Again it is a little tough to give you averages considering some of the irregularities of child care situations. Hope this helps and thanks a lot for asking.
- I am fortunate enough to have family to take care of my child. When he was younger though, I did not have that luxury and had to pay someone to take care of him. It was a hardship for me as a single parent to have to be away from him when he was sick or just growing. To have the capability to be able to see my child during the day when he was younger would have eased a lot of my worries. Even now at age 12 I would like to be able to help him with homework or know that someone capable and knowledgeable is there to help him. If there were an

It would be great if there would be on-site care for employees and their children. It would be helpful in the long run. Summer time comes around and the kids are at home with nothing to do and sometimes they get bored. Any activity that is provided would be great because many employees worry about their kids and wonder how they are doing. It would be less stressful on us at work and would make us feel a bit more relaxed.

affordable after school and/or summer program for pre-teens, it would be great for me. Transportation is another big issue in regards to kids getting to an off school site care program. Some days I am able to take off and get him where he may need to go and other days I have to hope that a family member can transport him.

- My husband and I have had our two granddaughters living with us for the last five years. Their ages are 6 and 8 years old. Their mother is in town but didn't want the responsibility of raising them. She remarried last December and at the end of March decided that she wanted to make a family and removed them from our home. We don't think that she will make it and we expect to have them back in a short period of time. So day care in the summer months would be of interest to us. Also, during winter breaks and spring breaks. Just thought that this type of information might be useful in helping you to meet the needs of a lot of other grandparents like us.
- I have a school age child that has to be bussed or taken to school. So bussing might be another issue. However, my biggest problem with child care is illness - my sitter has other children and when he is contagious, its a big problem.
- You mention about a child under the age of 13. What about a child that is 13 or older? Sometimes you can't leave them at home because they might not be responsible. So what are you going to do about those children?
- My youngest child is twelve and no longer requires child care. I wish this had been an option when she was younger. I believe that all of these issues are extremely important and my answers would have been completely different 10 to 12 years ago. Although I no longer have little ones at home, I truly hope that Maricopa County will be able to assist their employees with child care issues. Children are very important and it is extremely difficult to balance your work responsibilities with parenting responsibilities. Even now I would find it beneficial to apply a flexible work schedule so that I could chaperone a school event with my daughter.
- I am a parent of a school age child, although I think this is wonderful for parents of less than school age children. I think they will be the biggest benefactors of this program. School age children would still need to remain in their home school area due to transportation to and from school. A site downtown would not be beneficial. As a parent of a schoolager, we are still very limited in our work schedules because the programs our children are involved in generally close at 6:00 PM, which does not allow for someone to stay late and finish a project/work and still commute to our respective areas of the community. I would still remain very supportive of the program even if I did not use it personally.
- I have no plans to, under any circumstances, leave a child under the age of 13 home without any supervision. It is not acceptable. If it has an effect on my employment than I will have to deal with that as it happens. I have a 76-year-old parent who is currently in good shape. But it will probably become a problem in another few years.
- We come up against situations where we have children in the summer who need day care continually because school is out. Or we have an elder adult stroke victim that needs services to help with socialization.
- Before school programs are my biggest problem since Scottsdale middle schools start at 9:00 AM and I don't feel comfortable leaving my daughters home alone in the morning to make their own way to school. I work 35 miles from my home.
- I am particularly interested in part-time summer programs. However the quality of care would be of the utmost importance.
- My child care needs are for summer break. I do have the need for sick child care during school and summer day care.
- Overall I have been lucky with my day care/sitter. I have had some last minute problems and would like to have access to a drop-in type program. Also, it would be nice to find a good program for summer vacation/holiday breaks. Thank you

- Before/after and summer care programs are my biggest concern now that my children are school aged. Most of the current programs are expensive and low quality. However, when my children were infants and toddlers, I would have been very much interested in an on-site child care program. That would definitely make a difference in a job I took or kept.
- Since my children attend public school, a summer program would be most beneficial for my circumstance. Thank you.
- My child is old enough to be home alone but during long school breaks or especially in the summer he gets bored. We need affordable day care programs for these kids. I am a single parent and the sole provider. I cannot afford to pay astronomical fees for a daytime summer program (they cost between \$400 and \$500 a month). The hours of the programs are always shorter than the workday. So how is one person supposed to transport the child to and from when they HAVE to be at work to provide for the family? I find myself trying to make arrangements to fill his summer so that he won't have to spend it alone. No wonder there are so many problem teens these days. There are no programs to help these kids stay off the street. They are alone AND they get bored then.
- Because some parents do not have children under the age of 13 does not mean we do not have child care issues. There are many parents that have special needs children that require adult attention. Also during the summer months, I do not want my children out running the streets while I am at work. It is hard to coordinate summer plans for children (to keep them busy and out of trouble) and get to work on time or find the time to pick them up during your lunch hour.
- A summer care/program for older kids 13 - 16 would be helpful. Or if the County made available internships for younger kids at day care center, for example: Jr. staff or junior counselors similar to program for junior counselors at the Y.
- Summer programs would be great for the kids and for my piece of mind knowing that my kids are close to me.
- Every time I have done some type of child care survey the age of concern seems to stop at 12. Even 13 and up aged kids need a place to go to be safe. I don't like my 12 soon to be 13 year old daughter home alone all day when not in school nor do I like for her to have to hang out like she does waiting for me to pick her up after I get off work. Even teenagers become victims. If she were younger, I'm sure I would have answered differently. My daughter's care while I am at work no matter what age has always been a concern. I had always hoped that Maricopa would have the ingenuity to be progressive enough to have on-site day care. I would have given anything to have lunch with my daughter once in a while or to go and see her and say hi in the middle of the day would have been really nice. I feel I missed out. I would like to see Maricopa County become progressive enough to create quality day care/preschool care for all the kids and to have it on-site all year long.
- Although my children are now old enough to take care of themselves until I get home, in the past working and finding good quality child care was always difficult. I always thought the County could help families out better. I'm glad to see something being done about this. Elderly care is just around the corner for me and it would be nice to have help with that. Way to go. Good-luck.
- My main concern is for the summer times. Not every year do they have a summer program for my children to go to. Also, I need something during Christmas break and spring break holidays where they are off for a week or two. Since my children are in school and they do have the after school program available right now, that seems to be working for me. If we were to ever go on flextime or 2nd shifts then that would be a different situation. I like the idea of having my children close to me though. I think the children would benefit from it too. They would be around children whose parents are strong in the community. I think that is nice. I also think it would build stronger children. Being around children whose parents all work in Law Enforcement can't be a bad idea. They might learn something.

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- As part of the child care services, I believe parents would like to see any day care facilities pick up the children from their child's school during the school year in the area of my home. Also if the day care facilities could stay open a little longer I could flex my work schedule and spend an extra day with the child.
 - A summer program for older children would be GREAT!!!!
 - I am excited that Maricopa County is investigating if child care would be a benefit. Biggest problems are child care during school-breaks - summer spring break, etc.
 - Summer holiday break coverage is important to me. Due to logistics with school, etc. regular child care is not on my screen at this time. Sick coverage would be great too...year round. Thanks for the opportunity to participate.
 - My children are getting older and most day care facilities (even the one my kids are enrolled in) do not care for children after age 12. I am not willing to leave my kids by themselves when they reach that age. (Especially because there will be a younger one age 9.) I'm not sure what will happen. Also every year the cost of care goes up. Thank you for this survey. It was very much needed. I know most of the people I work for have the same, if not worse situations, as mine. Only maybe they're not willing to say because they leave their kids by themselves at home. Probably they would be afraid of the consequences. They try to run their home from work and, of course, that is impossible.
 - At this time, I am not in need of child care services. My children are at an age where they are in school all day and get home at about 3:30. My husband is home when they get there so they are being cared for by him. But, I would like to say that when they were born I was lucky enough to have someone care for them at home until the age of 3 and then I put them in day care so that they could learn to interact with other children. But, at that time, I know that if I would have had the chance to have them in a day care close to me and offered by my employer, I would have loved it. It is very stressful to leave your child but even more so when they are ill. Even though I would not benefit from this program now, I feel that my coworkers would. Most of them have very small children and I know that when they call in because of day care problems or sick children, it affects all of us. And maybe this way, it would be a lot easier for them and they would not feel so stressed. So, good luck with this and I hope we can get it. I think you would see a lot of difference in attendance from those people that have to struggle with this everyday. Thank you.
 - At this time, my children are old enough to take care of themselves during daylight hours. However, it does prohibit me from staying late in the evening. For the most part, my family and friends support my child care. If they weren't available I would need backup child care. In regards to elderly care, my mother is still young enough to care for herself and has a spouse to support her. However, in 10-15 years, I would be in this situation and it would be very important to me to have assistance.
 - All my children are school age and currently they attend a charter school that does not charge parents for the after school program. Without that program, being a single mother, I don't know what I would do.
 - My child will be 13 on Oct. 1st, 2001. Most of this does not pertain to me as my husband and I work varied shifts, which enable us to maintain her care before and after school. She flies to her fathers in California during her intersession and during the summer.
 - There is also a need for child care for children ages 13-16. Transportation assistance. Care for the half day events.
 - I have a 14-year-old child that I have to take time off for medical and dental appointments. This isn't addressed in the survey.
 - The summertime creates a huge hardship on my family and myself. I cannot afford to enroll nor transport my children to the various programs in the area for summertime care, entertainment or activities. Everything

revolves around the stay at home parent who can carpool and the working parents are left out in the cold, as well as their children. Summertime should be a time for children to explore and have fun, not be stuck inside because their parents are at work and are afraid of the children not having adequate supervision outdoors. Some kind of program to transport or to care for these children would be beneficial to all.

- I would really like after hour child care it would be a lot of help. Thanks.
- Why is the cut-off age 13? This age is a beginning of another kind of problem, where our children need us the most. Teenagers!!! We still have to take care of them, take them places, and take them to doctors appointments. They still can't be left hanging and if we don't nurture them, our problems will increase.
- Just something to note about this survey. It emphasized children 12 and under or elder adults. There was no mention of teens 13 to 18 who sometimes require as much or more supervision than a 10 or 12 year old. I have two teens, one of which has required me to take several days a year off for school-related disciplinary actions such as suspensions or driving-related court dates. Although not related to child/adult care needs, what the County and municipalities need is more after school and summer teen programs.

Special Needs Care

- Child care for special needs kids is almost nonexistent in the Valley. I am legal guardian and share my home with my two abused and emotionally disabled grandchildren who are both under 10. I am also a single "parent." It is extremely difficult getting them to and from school because there is no special needs day care in Gilbert, one of the best school districts in the County.
- My daughter is hearing impaired and seems to get in trouble sometimes because her hearing aid is not working correctly. That is a concern of mine. She also has various doctors she sees every 3 to 5 months and that takes a long time, especially because most of the doctors are here downtown; but I have to go all the way to 59th Ave. and Peoria to pick her up, come back downtown, wait for the doctor to see her, and then drive all the way back up to 59th and Peoria. That can be very nerve racking for me because I feel like I am missing a lot of time away from work but she has to see these doctors. She has no special needs besides a teacher/caretaker who can take the time to look at her and talk to her so my daughter understands the needs and wants of the teacher/caretaker. She doesn't require a sign language caretaker just someone who is patient enough to talk with her.
- My daughter who is now 18 years old is bi-polar. I may need help and leave time because she is ill and going through a bad spell at the present time. It is taking a toll on my health; I can feel it. But I also feel like I have to be at work
- One of my biggest concerns as a single parent is child care and medical attention. My child suffers from severe asthma and requires lots of attention and care. Usually when he is ill, he must use his breathing machine every hour on the hour for 24 hours then dropping to every 3-4 hours for the next 48 hours. If my child had proper care and attention I would not have to miss work during the day. Summer is also an issue since both my kids will be out of school for 3 months. I would love to have an on-site day care facility so that I could visit my children during my lunch hour in case they are sick or just to spend time with them. Being a single parent makes it very difficult for me to be in two places at once and also have to miss work and have my attendance record look bad. This seems to be an issue during evaluation time. Thanks for looking into this for us parents who need to provide care

I have a medically disabled son that I had to put in a facility because the state would not fund a facility that I could place him on summer spring and winter break. Finding someone to watch him was quite difficult. I think having day care for any employee with children is a great idea.

for our children and also for those other adults who take care of elder or disabled adults. Family comes first and if we have proper care for our loved ones, then we are more likely to be very loyal to our employer.

- Primary caregiver for my mother and a single parent for ADHD Son. Although son is 14 now his mental and emotional maturity lags according to the 2/3 Rule which means that he acts and behaves 2/3 his age. I accordingly filled out the child section. Although my situation has changed, I now live with son. Only I can say that being a caregiver for an elderly person 89 and an ADHD child impacted work significantly. I did this for almost one year while working at County. I opted to go home 5.5 miles away for lunch to fix mother's lunch as well as my own. Doctor appointments required advance scheduling. When she fell and cracked her hip, this caused a significant additional care load and coordination of care. Complications with siblings concerning care being provided to mother and being a single parent with visitation schedule sending son to California to see his mother (my ex-wife) added to this load. Work productivity suffers as a result with unexpected time demands both at work and off work.
- My wife and I have been very disappointed with counselors and doctors that are provided via Cigna Behavioral Healthcare program. We have used the program for a child that has ADD and have found the doctor and counselor selection very limited. The ones we have been assigned have been different in methods of child care and a bit strange at times in their solutions to situations. We wish that a greater selection of professionals would be provided and that the complete list made available upon request. This issue has been our greatest headache in meeting the needs of our children.
- My child has asthma and requires my care during episodes that occur several times a year on top of regular sicknesses. My father is older and at this point providing day care for my child when she is not ill. But a few years from now that will all change as my father's health gets worse. I have to say that when that happens there will probably be no choice but to leave my job as stress factors may become overbearing. Though I would like to have a choice of part-time/job sharing as an option to leaving.
- I have a spinal injury that put me in a wheelchair 30 years ago. I have been able to handle my work responsibilities thus far, but I wonder about the future. Would the MARIFLEX program let me pay for attended care. Currently my wife has been the one I count on, but who knows what the future offers. For further information feel free to contact me. Don x67017
- My child turned 13 this year and has learning disabilities. My boss has allowed a somewhat flexible schedule that has been helpful. When my son was young, I used the sick care at the County Hospital and it was very helpful and he liked it. I think it is great that the County is starting to look at these concerns.
- I am a new employee (11/2000). My daughter became ill from December 2000 until February 2001 (flu, upper respiratory pneumonia). She was hospitalized for a very short time and I, of course, needed to take time off. I was still in my probationary period and I missed a total of 64.5 hours (approx.) I tried my best to come in to work in the morning to clear my daily workload and go home after a few hours to care for her. We relocated to Arizona with no other family. It was very difficult and stressful for her father and myself. At one point I almost quit to stay and care for her but my supervisor was very comforting to me in the situation by allowing me to work my schedule around my daughter's needs. Her father drives truck for a living and is on the road on a daily basis. We both were sleep deprived and we had to fly my mother in to help. I eventually wound up with depression because of my worries concerning my job. I am truly hoping that this survey will be of some good. I am not the only parent in this situation with child care concerns. It would be great for the employees to have a child care facility on-site with a well and sick site along with a newborn area. This would be beneficial for those new mothers that would like to breastfeed. It would also allow parents to check in on their children and spend quality time with them. I am sure that if you look at the statistics, parents spend more time commuting their children to and from child care than they do reading to them at night. It is pretty sad that your "quality time" is spent in the car on a daily basis.

- At times it is very stressful as my son and his wife are blind. It does take a lot out of me as I do work all day long and when I'm off work I have a lot of responsibilities and I there is lot of running around to do with them as far as the grocery store, etc. I do get very tired and worn out as a result of this. I'm also responsible for cooking all the meals for the whole family after working all day long.
- I would like to be able to eventually take the position of a Surveillance Officer but am not in the position due to the sporadic hours. My child is Insulin Dependant Diabetic; therefore, I do not leave him with anyone nor do I have family in Arizona.

Adult/Disabled Adult/Elder Care

- I believe my concerns are the same as for many people. I am very happy we thought about these concerns early but even with the best plan came adoptions and revisions. Being able to have choices and workable ways to not spend my working time and my personal time always trying to meet the needs of an aging adult in my life. Safely placing someone you love in the care of others while you work can be very reassuring. You are able to concentrate on your work. You actually can enjoy your adult when you are with them instead of cleaning and cooking and entertaining them, which almost is impossible to do on a regular basis. You'll give it your best but if you must earn an income and support your family needs then it is impossible to run both homes too. Having the information and making a decision early or at least thinking about it can be very good.
- I care for an elderly parent. I am alone. My only sibling lives out of state. My parent's ongoing needs & deteriorating health have caused me to miss more & more time from work. I also have my own health problems.*
- I care for an elderly parent. I am alone. My only sibling lives out of state. My parent's ongoing needs and deteriorating health have caused me to miss more and more time from work. I also have my own health problems. Pressures from home and job stress are slowly tearing me down. My supervisors told me that I cannot continue to miss work to tend to these needs or I may lose my job. I must continue to work to maintain our home and lifestyle. My parent's financial situation is a disadvantage. My parent owns the home we live in & receives too much money from SSI and retirement to qualify for government assistance but not enough to pay for a nurse/nursing home care. Also my income can be taken into account because I assist with certain household expenditures. It's a CATCH 22. My sibling assists periodically with the money but it's never very much. I have tried to find assistance through community information and referral service but because of where we live in the valley nothing is currently available. I also called United Way. Again no luck. My parent no longer drives and we have no one to assist us with all the trips to the doctors. Everyone we know works. If you have a solution, I know many others who are living in situations similar to mine need your help. The sooner the better. Please keep us informed. Thanks for asking.
 - I have a parent in her late seventies and a young sister with MS living in another state. Within five years I have to be open-minded as to problems associated with their care. No matter what our responsibilities in life, family is the core responsibility.
 - I do not have to take care of mother at this point but may have to in the near future.
 - Person receiving care is MS patient still ambulatory at this point, however, degenerating at an increasing rate as aging. Falling more frequently and experiencing more severe symptoms. Anticipate a need for some day help in the future to allow me to continue working.
 - I currently do not use any day-to-day care services for my mom. About 10 years ago she suffered a stroke, which left her partially paralyzed on one side. At this time, she is able to get around enough that she does not

need full-time care. However, she does need assistance with preparation of meals and full health care such as bathing, etc. I'm very fortunate to live close to my work so that I am able to go home at lunch time to prepare and serve her meals. I am also very lucky to have a husband who has off three days during the week to relieve me from running home on a daily basis to prepare meals. At this time, the cost is very minimal and we have not had any need for outside assistance. I do feel that in the next year or two I might be needing some sort of help from the outside. Thank you.

- I feel it is very important to have child and elder care. I had an elder to care for at one time and it was very difficult.
- I have been the court appointed guardian for my mother for the last 4 years. She is currently in a skilled care nursing facility because her heart, kidneys and liver are failing. She is 73 years old. I am fully responsible at this point for all the decisions regarding her health and welfare.
- The above-mentioned items would have been very helpful and appreciated before Mom was placed in the nursing home. Lack of day supervision (because I was at work) and her health deteriorating so she could not stay home unattended were the reasons the doctor placed her in a nursing home. Personally I would've preferred her to stay at home longer.
- I am very concerned about purchasing a nursing home type insurance policy for my husband and myself. We feel this is very important for our health and safety and for our family in the future not to have to financially take care of us or to financially ruin one spouse if the other has to enter a nursing facility in the future. We are looking for a reasonably priced policy that we can afford.
- I currently have no children. My mother is 70 years old and in good health but when the time comes for her to need care, I would appreciate the help and information about help opportunities. Thank you.
- I do anticipate providing elder care for both of my parents they live next door. I wish to continue my career with the County and would hope that some sort of services could be provided in the downtown complex for daytime elder care.
- The disabled adult is a 40-year-old retarded son who lives at home with my husband (who is retired) and myself. We leave him with different family members when we go out together because he requires supervision. He should not be left alone. If we can't find someone to take him then we can't leave without him. Sometimes we take him with us -- not always. We have never used adult care for him. We receive supplemental income to assist in supporting him. He has government health insurance.
- I recently went through care of an elder (mother-in law) who was in a nursing home and has since died. It would have been nice to take some of the burden off of my wife.
- As a parent of a 17-year-old, I was once "there." For years I relied on the Mariflex program because that was all there was available. The County sent out "hopeful messages" of upcoming child care programs but that never panned out. Hopefully, this time you will be able to formulate some form of child care program since the County and it's workforce has grown since the time my son was a mere baby...I have an elderly mother who lives out of state with my invalid brother. I know that someday, if it warrants, they will both come live in Arizona to be close to me. An elderly care program would certainly be beneficial for me besides the use of Mariflex for elderly care. Please work on it.
- The disabled person in my family is a pleasure to have around and does not create any problems for me. She is an asset to my family structure.
- I do not presently have the responsibility of caring for either young people nor my father--who is still living. But I just became a grandmother for the first time and I certainly expect that in the next few years I may be called

upon to help care for the child. My father is 73 and still functioning but that could change any time. Thanks for the survey. I hope that it alerts the higher-ups that the "family" has changed and responsibilities have shifted.

- I live with a person who has heart trouble and it becomes very stressful not knowing from day to day if he is going to be all right. Leaving him alone makes me worry about him all day long although he has been able to care for himself while I am at work.
- My parent is getting older and I do expect to be responsible for her in the near future. I have a co-worker that is continuously is taking time of work for her parents and child.
- I have personally dealt with the decline and eventual death of both of my parents while in this job. Without the support and understanding of my supervisor and co-workers, I would not have been able to get through. They were fantastic and a wonderful support. My previous supervisor was not so supportive and I did consider leaving employment. I was also able to benefit from Geri Sosa's session with my work group. I now have to deal with elder care issues with my partner's grandparents. These needs are impossible to understand until you have gone through them. This is a constant issue with my workgroup as well. I think that having resources available to guide you through the decisions of day care, assisted living placement, ALTCS, medical/legal issues, etc. would pay off in increased productivity and emotional support from the employees. Thank-you for considering employee needs in this critical area.
- For my mother, I provide all the care services with the exception of her doctors. Actually my office gave me a promotion last year, which put me at SEF and closer to home so that helps. I am gradually moving her to doctors in the East Valley; appointments are relatively frequent (about every 3 months for each but on a rotating basis we usually have one appointment every month) -- but with working closer to home the bite out of each work day is only around 2 hours instead of a full or half-day as previously. I "schedule" respite care with my sister and her 2 children -- who all live out of state. It usually means I also pay their transportation costs to come for a few days once or twice a year. For adult number two (an elderly and long-time family friend), I provide mostly emotional support and treat her to an occasional meal out. Her primary caregiver is out of state and she has no one else locally.
- Thank you for taking the time for this survey. So many times the elderly are just shoved in the background and forgotten about. My mother is my best friend, biggest supporter, etc. I just feel really confused that for over 4 years I worked 7:00 – 4:00. Now all of a sudden with NO explanation, I am told 7:00 – 4:00 is no longer available and I have to work 8:00 – 5:00. Now I will have to take more time off for my mother's doctor appointments because we always make her the last appointment and I missed about a 1/2 hour. Now I will miss 1-1/2 hours. Thank you again.
- I am excited about the possibility of elder care being offered in the future. As those of us who find our parents aging and choose to take responsibility for them ourselves, this would be a wonderful benefit and convenience. Thank you for seriously considering this issue.
- The hardest thing for me is not having much "me" time. I take care of my grandmother (92 years old). There is no other family member available to give me a break from doing this. So, basically, I need to be there for her every single day. Sometimes I'd love to just hang out by myself and not have to worry about her.
- My mother lives in Georgia at the present time. There is a possibility that she might come live with us for three to four months out of the year. My husband's mother is not doing well mentally and she lives in Texas and may possibly need assistance here with us. Worrying about getting off my job and taking care of my Mom for any length of time is a problem because of the demands in the workforce. I would feel bad leaving my co-workers with my workload but yet feel even worse not being able to take care of our Moms. A place to bring them with me to work would be ideal. They are both very capable of taking care of themselves but leaving them alone would worry me. My daughter is also going through a heated divorce and the children might eventually need a place to

stay and it would be with me. Two of the children are in school but the baby would need a place to stay. Our lives change so fast that you never know what tomorrow could bring and a place to take either your children or parents would be of great assistance. Thanks for asking and listening to our possible upcoming concerns.

- I share responsibility with my mother who works days. We both care for my mentally challenged brother. I cannot take a day position because it would be too difficult to work days the same as my mother and find proper care for my brother.
- I am married to someone that is disabled; however, it does not affect my employment currently nor do I foresee that it will in the future. I personally think that it is great to take into account others who may be struggling in this area.
- My mother is an 81-year-old, 2nd to 3rd phase Alzheimer patient who resides in an assisted care family home in Mesa. I am her legal conservator and guardian and as such I am responsible for all of her business matters, for scheduling and transporting her to medical/dental appointments, for bedside care during illnesses, and for overseeing her care in the home. Medical/dental appointments often take an entire day because she is combative and difficult to handle. She does not understand who we are. It is emotionally draining on those days and I am generally the sole provider of that care.
- I have to continue working past age 65 to financially take care of mother. Dad died of a stroke. Mother has no living relatives and I have no siblings. I don't have nursing home expenses (can't afford anyway) but I have utility bills, house insurance, and prescriptions (no prescription coverage) and my tax preparer said I can't deduct these from my income taxes. Supervisor tends to want to charge the time to PTO instead of FMLA when I have to take care of mother's medical needs. Can't afford to leave my job. Work schedule of 4/10's would be nice. Unpaid leave would be nice but I can't afford it. Would like fewer hours but again can't afford it. Mother is older and also disabled. Thank you for this survey.
- Maricopa County employees would greatly benefit from elder care and child care on-site facilities. If the facilities were the best that they could be families would be able to perform their job duties with the assurances that caring people were helping them with their family. County picnics would be an opportunity to share with the people that you briefly meet at the care centers. Employees would feel less stress regarding their loved ones and do a better job for an employer that promotes families.
- I did in fact have responsibility for care of my parents. When my mother had Alzheimer's, I was only able to handle this by working part-time. During this time, I left the County and worked for the City of Glendale. After she died, I returned to the County. Not long after, my father became ill. Since this was a relatively short illness, I was able to continue working but used up all my sick time. This was extremely annoying since I had had over a year of sick time built up with the County but lost it when I took the job with the City. In all honesty I left the County for other reasons than my mother's illness. But I consider it a blessing because I would not have survived if I had tried to keep a full-time job. And, I am fairly certain I would not have had the intelligence to realize that.
- A flexible workweek would be very beneficial. My parents do not care to have strangers in the house and I would need to be with them for initial visits and follow-ups until they are comfortable with people coming to the house. Thank you for including elder care in your survey. It's good to know people are aware of the issue.
- My elder dependent does not speak English.
- Since my spouse is older than I, there's a possibility that I could eventually have the responsibility to care for him should his health deteriorate (he's a diabetic). One never knows what's in store for us. With that responsibility comes the numerous doctor appointments and bad health days. I hope that if that should come into my life that my employer will work with me.

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- While I don't currently have any child or elder adult responsibilities I anticipate having elder responsibilities in the future. So I am strongly in favor of the County providing the benefit of child/elder care.
 - None of these issues are important to me personally, other than I am a senior citizen and take care of myself. I do have a number of peers, however, who have senior citizens living in their homes or have children who become ill, get hurt, etc. and need to take time off for those needs. In fact this AM one of my co-worker's wife was involved in a major accident and probably will not be in today. Given a recent transferring and leaving of staff there is no one else who can take on his work today. So, this was a very interesting survey. I would be interested in the results.
 - At the present time, I do not have child care or adult care concerns but I did have adult care concerns a few years ago. The responsibility of taking care of an elderly parent is very stressful when there is a concern of whether you will be asked to leave your job due to absences that occur. I would have feelings of concern even if there were no reason to have them. I would feel that I was not carrying my workload and not being supportive of my department. I am sure this is a stress level for child care as well. I am supportive of any plan that will work around employment and these situations and glad that the County is addressing these concerns.
 - Working part-time for lower wages would not be helpful at all as my income is needed for support of household. Elder day care may be helpful in the future. At this time mother is strong enough to leave at home and she does not see herself as elder. Also, my husband works nights so as to have someone home all the time.
 - I actually live in their home. They cannot take care of their finances. Transportation can be a problem for them. Financially they don't have enough to live. They are both diabetic. I have incidents of them getting sick because of their sugar is not in control. I run all errands.
 - In the next five years I will probably have the responsibility of assisting my aging mother. My father passed away a year ago at the age of 80. She is now 80 and has experienced a few health issues.
 - Elder care for the partially disabled, which keeps them in contact with their friends and normal day-to-day interaction, does not cross city lines. My parents moved to Arizona upon retiring almost 20 years ago and were very active. They worked each election and became very active in Gilbert. They then moved from Gilbert to Mesa 16 years ago and continued to support and remain active in the Gilbert Senior Center. My father drove a van to pick up and return the mobile elders to and from the senior center, delivered meals to the homebound, and also drove the medical van for over 11 years. Many of the people he transported were 10-20 years younger than he. My mother assisted him and also worked in the kitchen longer than that. My father was on the Gilbert CAP board for over 10 years. Because they moved out of Gilbert and Gilbert support wasn't available to them, they have left the state. My Dad had a stroke last year and additional transportation was necessary which I couldn't and Gilbert wouldn't provide. Mesa is not helpful nor do they provide immediate assistance to their senior population. When my mother requested meals be delivered, she was informed the wait was over a month. The Mesa Senior Center provided no transportation from their home to the senior center, doctors, grocery stores, pharmacy. They could call Dial a Ride. They left the state to be near another sibling with more drivers. They left family, friends, their home, and their heavy involvement in the Senior Center and CAP board. This has left them totally dependent for everything. If the listed services were available from Gilbert, they would have remained here and remained semi-independent by utilizing the County and Red Cross sponsored transportation. Instead they rarely leave their home, have no new friends, must rely on someone for anything which involves transportation, doctor visits, pharmacy, grocery shopping, etc. This has led to major issues with depression, diabetic conditions, additional hospitalizations, and low self worth. Arizona and Maricopa County have lost two very responsible, supportive and fantastic residents and I have personally lost my support system with reference to my grandchildren and daily contact with my wonderful parents.

- It is a dream to be able to look back and say I did the best for my mother as I hope my children will do for me someday. It would give me great joy to know that she knows I care just as much about her as my job or more.
- Actually I am the disabled adult in my household but it would have been difficult to fill out the form with myself as the caregiver and care receiver. I would take advantage of LTD until retirement but cannot afford to. My supervisor has been extremely understanding and supportive allowing considerable time for doctor appointments (I still put in 50-55 hours a week) but they cannot help in the ways that would help. Though flexibility of work schedule would be highly desirable with various combinations of compressed schedules and work-at-home I believe that offering this to others has affected my schedule adversely; so even though I would benefit tremendously others could suffer and I would avoid it. (Many I have seen have been too immature to handle the schedule and abuse it -- the work suffers because too much flexibility results in too many people being unavailable at different times. Tuesday and Thursday have become the only days for meaningful work and not just meetings.) Homemaker and home maintenance assistance would be highly desirable and relieve much stress related to finding and maintaining these kinds of services as well as disability support and information related to other community services and programs available.
- I answered the survey in terms of my present situation with my 81-year-old mother who is still able to live alone. However, my mother-in-law was a bedridden invalid and lived with my family and me for the last three years of her life. The needs were greater then than at the present. I greatly appreciate the fact that this survey is being done.
- I am the legal guardian for my mother who is currently in a skilled care facility and is dying from congestive heart failure liver and kidney failure. She is 75 years old. I am the sole person responsible for her health and well-being. Many times in cases of emergency, I need to go the nursing home or hospitals with only a moments notice. In addition my husband's grandparents, who are in their late 70's, need frequent help from us. Taking them to the doctor appointments, grocery shopping, cleaning their house, doing laundry, etc. Soon one of them may come to live with us because if one of them dies the other cannot live alone.
- I will have the responsibility at some future date of caring for my mother. Barring any unforeseen problems I do not expect that to happen for another 8-10 years.
- Both my parents have health problems. During the taking of this survey, my father's disability is more severe than my mother's. And my mother is able to provide most of the daily care for him. However, a few days ago my mother was diagnosed with lung cancer. The severity and treatment is yet to be determined. Depending on the results of her prognosis, this could change my answers. I do know elderly care is becoming very important. Arizona is one of the worst states to provide affordable senior care for the middle class. You would think for a state known for having a large population of retired citizens, we would have better programs and services available.
- I do not have elder care responsibilities at this time but will in the near future.
- Until just about 1 year ago, my now 90-year-old mother-in-law was living with my husband and me. When she was in the early stages of Alzheimer's, I tried everything I could to find someone or some agency to come in during the day to help take care of her. The problem was that she falls into a group that there is not much help for. She is in physically good shape but her mind is very bad. All the agencies I spoke with did not do what I was looking for. They would come in if she were physically incapacitated. She was not a danger to herself. She never left the house on her own. She never tried to cook or do anything that would be a danger to her. My husband wanted to put off sending her to an assisted living facility. I needed someone to come in daily to bathe her and to make sure she was out of bed by late morning and fed one meal. My husband and I were with her in the evenings and made sure she had a good, nourishing dinner. Because we were unable to find the part-time help we needed we sent her back to Illinois where the rest of our family lives to live in an assisted care facility.

- My mother is 80 years old and needs some care. It has gotten more difficult in the past 6 months; however, she is doing quite well at this moment but has had a stroke and her memory is getting worse each day. I also have a mentally challenged sister who is 38 years old who lives with my mother. They are able to be together so it does take some of the stress from me. However, neither one can drive and need constant assistance to get places they need to go. My sister's health is good and she is able to help my mother quite a bit at home.
- I had the care of an elderly adult for over 22 years – finally in assisted living care home. Cost is \$2,300 a month and finding these homes can cost money. No printed information available. Fortunately, another co-worker had to place a parent in a home and helped us find this place. It has already cost over \$90,000. All of her money is gone and we will have to try to get her into long-term care. Just dealing with the adult in the home is frustrating. If it weren't for other co-workers who share their experiences and give moral support, I probably would have had a heart attack.
- As my children get older, my needs are changing from child care to elder care since I am a primary caregiver for an 87-year-old and my youngest child is now 12. The need for both types of services is essential if families are able to balance family responsibilities without detracting from work assignments. Thank you for inquiring as to what types of assistance would be beneficial.
- I realize that taking care of a parent is the responsibility of the child. When there is only one child with no other support, it becomes difficult.
- Because of my mother's age, I would anticipate possibly experiencing a need to help with her care in the 5+ year timeframe. I can only imagine that providing this service with NO help (financial and/or service-related help) will present an enormous burden.
- From January 2000 through June 2000, I spent so much time in a desperate attempt to secure services for my mom in the form of transportation and day care. I contacted the Area Agency on Aging, Foundation for Senior Living, and Senior Help Line, to name a few. They were all kind enough to fax me list after list after list of all the agency's that "provide services." I would've needed to take a week off just to make the calls and do the research. Transportation? I pay my water sewer & trash to the City of Phoenix. I have a Glendale mailing address. Neither Phoenix nor Glendale would provide transportation because of our geographical location. "We don't service that area." In another desperate attempt I called Safe-Ride Red Cross Valley Metro to name a few. Not a single company besides taxi companies would provide service. I finally gave up. I wouldn't take the chance of sending an 80-year-old woman with dementia in a cab by herself. The "senior agencies" are a great idea, and they are a lousy reality. So it's anti-depressants and counseling for me. Hip-hip hooray.
- Having recently lost an elderly family member whom my spouse and I had the responsibility of caring for, this survey is a bit late for us but something should be instituted for those who do need help and the sooner the better. The fact that I am in the elder class and my spouse is beginning to have some short-term memory problems now, I just may need some help within the next five years or sooner. Will it be there for me and others like me? Also, will my spouse be able to get the needed help if it is I, the employee, that has to be taken care of? This is another question that has some valid merit. Has it been thought about?
- After my mother died my elderly father came to live with me. The services that are available are out of a fixed income price range. Need more quality services that County employees can afford. There should be some sort of tax break or subsidy similar to child care choices.
- I am a supervisor in the Sheriff's Office and I work odd shifts. You have not asked if one has had adult care problems. I lost my husband last year and I cared for him at home for a year and a half before he died. I missed over 10 weeks of paid time after using all my earned time. I was constantly stressed at work. I spent hours on the phone talking to doctors and hospitals trying to solve problems while doing the best job I could. I could not qualify for any help. I make too much money and my husband was still employed plus receiving social security

benefits. Our bills didn't disappear because he got sick and the income was not sufficient to pay a professional to come in. He was totally disabled. He was basically an adult infant. How's that for an oxymoron! I know what it is like to pray for a 20-year retirement so you can leave a job that you love but a choice between my husband and my job was a no-brainer. Unfortunately, the choice was taken out of my hands. There are Maricopa employees out there who go through similar or like circumstances each day. I hope you can do something for them.

- I do not have to take care of mother at this point but may have to in the near future.
- I am fortunate to have had understanding supervisors when I have had to take time to assist my daughter when she nearly died giving birth. I am fortunate to have had understanding supervisors when my mother was dying and we needed to care for her. I am fortunate to have an understanding supervisor who realizes that I am the secondary caretaker for my father and must take time away sometimes from work to attend him when my older sister cannot.
- Elder person is mother-in-law. She is not to the helpless state yet and my spouse, her son, is able to meet all her needs as he is retired.
- I took care of both of parents until they died while being employed for Maricopa County. My answers would have been significantly different at that time to this survey. Taking care of family whether young or old deserves all the support available. Consideration to these issues is important.
- I may become responsible for an elder parent in the next five years, as my parents are 81 and 76 years old.
- I am happy to participate in this survey since elder care (disabled or not) could be in my future. Thank you.
- I am the sole caretaker of my mother. I sometimes get help from one of my mother's friends or daughter (who is in the Army), my son, or my mother's brother who lives in Oregon. (This only came about this past fall.) When my mother fell and broke her hip this past fall I had just started a new position and was very worried as to how this would affect my evaluation. I worried for nothing. I kept up my work here at the office because my manager was flexible with me. My manager allowed me to be flexible which enabled me to come and go as I could to complete the task here in a timely manner and still be with my mother to take care of her. It has been a long fall and spring as the surgery had to be re-done in January - this is when I received help from the other people above so that I could have a bit of a break. Being the only daughter she has (alive) it does take a toll on me. I run her to doctor appointments, grocery store, etc. It would be nice to know that everyone could have a flexible schedule so that the work does not fall behind and that the person that is the caregiver does not feel guilty about the extra work she/he has at home. If the schedule was more flexible, they could take a day to themselves to do their own work and have time to re-group themselves.
- I expect for elder care to be an important part of my life within the next five years and I appreciate the opportunity to be included in this survey.
- I believe the Adult Probation Department is cognizant of the personal and family needs of the employees. I am not certain of the rest of the department but feel grateful for the flexible work schedules and the understanding supervisors. I currently do not have a child under the age of thirteen. However, as my parents age, I would like to be in a position to assist them as needed.
- I am my sister's only family member that cares for her at a distance by paying her bills (her money though not mine), shopping for her and shipping the merchandise, emotional support, nursing home contact, etc. The biggest problem is I have to take all of my vacations to see her as she is in Pittsburgh. I feel guilty if I do not go to see her so I have not had a real vacation in many years. From what I read re: FMLA, it does not qualify for leave, in this case, since she is not a parent, spouse, or child. I am the only one she has and she is sickly, 72, and alone. If something happens and I need to rush home, I will be out of luck. I am 54 and came here with 4

weeks vacation a year from my previous employer (industry) and now get 4.75 hours/pay which is fair but hard nonetheless when you are older and daily working becomes a little more difficult. Thank you.

- I have an adult child with disabilities. His childhood was very stressful for our family. He had a brain tumor and seizures that were not under control. During that time I would have been relieved to have some of the services mentioned in this survey. I must say my supervisor(s) were very supportive! At this time his seizures are controlled. He works part-time, receives Habilitation services from the Division of Developmental Disabilities, and receives SSI. I received respite care for several years and it was very helpful.
- There are very few affordable resources when caring for the elderly. I currently provide financial assistance for my parents even though they are not currently living with me. The biggest expenses are the medical expenses. Even something as simple as a regular visit to the optometrist – glasses and screenings for depth perception and glaucoma testing can run between \$200 to \$225 per parent. Or the expense for dental exams etc. I came from Chicago and at all my previous employers, I had the option to purchase medical and dental insurance for my parents under my coverage. They say Arizona is behind the times. Yet neighboring states to Arizona have this practice, as well as their neighbors on the East Coast. As my parents continue to age, I will continue to shop for companies which offer this benefit. This state is very low paying in comparison to even the Mid-west. The cost of living has skyrocketed over the last few years but salaries have not been able to keep up. The County is not expected to be able to compete with the private industry but it should be in close running with local or state agencies. You have staff in the County who are a check away from becoming a client. The County has a few employees who sometimes have needed a food box in order to supplement their income. The County has demonstrated through their benefits to employees that it is striving to meet the needs and demands of the labor market. But it still has some work to do. I do applaud the County for its efforts and for giving the employees an opportunity to look at the future together.
- In the past, I was responsible of a gravely ill parent. Had I taken this survey at that time my responses would have been different. My supervisor was very harsh and did not understand the stress of dealing with a dying parent. I often considered quitting my job. I am now going into a period where my elderly aunt and uncle are beginning to have multiple health problems. My aunt does not drive and as my uncle is unable to drive due to back surgery, it leaves my sister and me as their primary means of transportation to and from the doctors or to and from the grocery store, etc. My cousins live out of state, so more and more often I find myself being tapped to provide support. This is only going to get more involved as time goes on and their respective medical conditions worsen. I am quite concerned about the upcoming conflict between my responsibilities to my family versus my responsibility to my job, even though my current supervisor has been very supportive. I still worry because my previous experience was not at all positive. Cathy Bridges
- The level of care has to be increased for one of my elderly dependents. This is causing a direct financial impact as his insurance does not cover all the care. So I am now 100% financially responsible for my mother and her mother (who is age 99 1/2) and live in another state as well as trying to pay the difference between social security retirement and the monthly cost of care. I need any help I can get.
- I don't have any problem right now but my mother is in her 80's and has some problems but in the near future who knows. I am the only one here that will have to care for her on a daily basis. I have a brother who lives in Yuma and a sister in Oregon and they have problems getting here when I need them.
- Right now my father (78 years) can still do most things for himself. I just help where needed but as he gets older, I'm sure I'll have to do more.
- At this time, I do not have to take care of my mother. She is still able to take care of herself but I have been stressing in deciding of what I will have to do since I'm really the sole caregiver.

- I once cared for my grandmother before she passed away and it would have been a great benefit if my employer could have extended some help or referred to someone who could. As far as daytime care, food being delivered to her, etc.
- My mother who is elderly and partially disabled should be coming to live with me within the next five years and the level of care that I provide will go up considerably. Right now I am dependant on her neighbors (all elderly and disabled) to make sure she is taking her meds and eating. Other government service is also employed to help keep her self-sufficient. Her health is deteriorating at an accelerated rate at this time. I am the sole support emotionally and, up to a point, in providing for her physical well-being. It would be helpful to know what services are available here in Arizona.
- Now that we have reached the time that our parents are at an age that elder care is a very close responsibility, it is nice to see that the County is looking into the matter and is trying to work with us on this matter.
- I would be interested in elder care possibilities in the event that becomes an issue for me in the next few years.
- I have my daughter to help me with my mother but she, too, works and has her own family. My mother has been very ill and cannot be left alone much of the time. I know it is only going to get worse as time goes on. Within the next year, I will have a real challenge on my hands. I will need someone to help care for her while I'm at work.
- At present, my husband and I care for my Mother who is only in need of transportation to and from appointments, which have been many this year due to a stroke. Thankfully, she can care for herself. Our daughter is ill and also needs transportation to and from appointments. Our granddaughter is starting school and will need a way to get there and back and possibly finding care for social activities. I guess in trying to adjust our schedules to meet everyone's needs and still work, it would be helpful to have a flex schedule for appointments and something for arranging after school care.
- At this time the disabled adult in my home is my husband. He has a terminal illness that is slowly progressing so that he probably will die within five years. Upper management sometimes conveys an expectation that my level of management work extra hours. I know that I wasn't given a promotion because I routinely work only 40 hours a week. I have to work full-time because my husband only has social security and we need my income to survive. I have worked for Maricopa County for 25 years and I know that I can produce more in 40 hours than most employees can who put in extra hours because I work quickly and efficiently. Upper management still seems to value those who put in extra hours even though, in reality, they don't accomplish any more or better quality work than I do in 40 hours a week. My immediate supervisor is very understanding about my having to take an hour of personal leave to take my husband to the doctor on rare occasions but I am sure upper management would consider it a weakness. So I have chosen not to let any of them know about the terminal status of my husband.
- I have always helped my mother, father, plus my sister who currently lives with me and has been my parents' primary care giver since 1989. I used sick (FML) and vacation (PTO) from 1989-4/00 so I could deal with family emergencies. My 91-year-old father passed away 3/9/00 from complications due to Alzheimer's. I don't know what I would do without my sister who also has medical problems of her own. My 81-year-old mother has many medical problems and has expressed her wish not to be placed in a care facility. I have not been able to convince her to attend an adult day care center. I worry about this since I am the HR Specialist who has all the HR responsibilities for the Environmental Services Department. Private elder care is too expensive. Elder medical insurance to supplement or replace Medicare benefits is expensive also. It is very frustrating that these insurance premiums increase and benefits decrease and you have to find another insurance company you can afford. When will the people in the U.S. realize that medical insurance subsidized by the government is needed so that everyone is covered and protected? With rising costs, families need help in taking care of their own. Thank you for caring.

- The disabled person in this survey is my husband. He isn't totally disabled but he could not live on his own and take care of himself.
- My mother lived with me for almost 2 years before she starting having strokes that eventually necessitated her being in a nursing home. There was constant concern on my part because of the frequent calls she would make to me at work although I had a very understanding supervisor. The situation then escalated to the degree where Meals on Wheels were needed so she could eat during the day while I was at work. I had to have an emergency call system installed where she would wear a pendant around her neck and when she fell she could press the button to call for emergency assistance. I also was under a lot of stress as she started not being able to figure out how to use her help button and would fall. Taking care of her business from long distance is almost as stressful as being with her but I was able to find a good nursing home for her and she is in good hands. The only stress I have now is, if and when she passes on, how will I be able to afford taking off time and expenses of going back for a week.
- It is very hard to answer the questions because my son is doing very well. I would have had different answers when I was caring form my mother who passed away Alzheimer's (sic) 5 years. If I had not had an understanding Judge and JA, I could not have made it.
- The problem I will have is my mother is 92 and lives in Northern Wisconsin. We would love to have her move to Phoenix but she will not. She is beginning to have health problems and I worry about what I will be able to do. Any suggestions?
- In 1999 I missed several days of work as my mother underwent two abdominal aneurysm repair surgeries with a hospital stay for CHF/pneumonia in between. My father also died in 1999 of terminal brain cancer. Mother also had a transient ischemic attack in October 2000. She refuses to quit smoking and generally neglects her health/well-being. This will only cause further health problems down the road. She is scheduled for surgery on 6/12/01 to repair a zenker's diverticulum (enormous pocket in her esophagus that causes choking incidents). I will be missing several days for the surgery/home recuperation. I would like to note that in the past two years I have made up much of the time missed at work instead of using all of my FML/PTO time. I want to save that time for "what's to come" - unanticipated occurrences that I may not be able to make up the work. This has caused me to often work 12-hour days. I usually live in a state of exhaustion; and always live in a state of stress. This greatly affects the interpersonal relationship with my mother. As her age increases, her emotional stability is becoming more unbalanced. What she doesn't "dream up" she misconstrues. As I mentioned earlier, my pay is determined by a quality/productivity plan implemented by the Clerk of the Court's Office here at Superior Court. This plan is unfair and counter-productive to it's aim. It is my opinion that it should be eliminated. Nonetheless, it greatly affects the financial stability of trying to run my household with just the little bit of Social Security my mother receives (\$600) as assistance to my wage (low base pay) without quality/productivity bonus; just another cause of stress.
- My spouse's mother is in need of care and lives in Prescott. She travels to Prescott every weekend and assists in her care. This takes her away from her work about 2-3 days a month. Financially we are affected on a limited basis. Emotionally we are affected on different levels. Although it has put a strain on us, we are managing. The office has been very considerate of her needs to miss work. She uses FLMA time to help her mother. My concern is that if she ever needs FLMA she may have exhausted too much time now and be in dire straights later. I would like to see the office flex her hours so she can have those 2-3 days a month off for routine care and save the FLMA for an emergency either with her mother or herself.

My father recently passed away and during his final year it was very difficult finding the right resources for his care. It was extremely difficult balancing my own family and his care, as well as that of my mother while trying to work full-time. During this same time, my mother-in-law was being treated for breast cancer. Elder care responsibilities are very real and very hard to manage. Any type of resource and information is valuable.

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- I do not currently have real elder care responsibilities. However, I will within the next 5 years. This would be tracking care and helping where needed for two parents one of whom is disabled under the ADA. Financially it is no problem. The problem is emotional, making sure they communicate needs and accept help.
 - Several years ago I did have responsibility for caring for my elderly disabled mother. When her regular caregiver did not show up it, was difficult to find someone else. Also medical appointments often conflicted with my job.
 - While in a previous job, both of my parents became seriously ill in a different part of the country. The understanding and flexibility of my employer made it possible for me to attend to my personal responsibilities and then to return to work and take care of my professional responsibilities. It made a difficult time in my life easier since I had the support of my work colleagues, as well as my employer.
 - Subsidized transportation was a major problem getting elderly parent to and from dialysis. Not enough concern given to medically needy. Accommodations for wheelchair access not convenient or minimal at best; unable to access recreational areas for "a walk in the park" to provide a change of scenery for elderly homebound person confined to a wheelchair.
 - It would have been helpful to me to have had a contact person specializing in elder care programs when I took charge of caring for my elderly mother. I spent many hours on the phone (usually on hold) trying to acquire information about what assistance may have been available to her; everything from home health care to the legalities of a power of attorney. Even now I question what alternative methods may have been overlooked. If the County had enough interest to be cost justified, this kind of assistance would be invaluable.
 - I have an adult daughter who is disabled whom I support without any assistance. She has a 4-year-old daughter who is a special needs child whom I also support without any assistance. I work two jobs to make ends meet and quite frequently end up taking time off from both of them due to trips to doctor's, hospital (AHCCCS plan they are on does not have urgent care), miscellaneous.
 - I see elder care becoming a bigger and bigger issue in the next few years. It's something that supervisors and managers are going to have to deal with and I think we, as an employer, are going to have to provide some kind of support mechanisms from support groups to referral lists of qualified care providers to training for our managers and supervisors on how to deal with the situation humanely when it arises.
 - It is not easy caring for an elder person and their needs. You do not know what their psychological emotional and physical needs are and they do not always communicate them to you. The doctors can care for their physical ailments but cannot advise you on their psychological or emotional needs. You are tired and stressed from working 50+ hours a week; and also trying to meet an elder's care needs can be very exhausting emotionally and physically. You can have days when you just explode emotionally from the stresses and do not get help from others in the family, or you just don't want the additional aggravation from their involvement. More sources of information and referrals to care for an elder is needed. And more flexibility from the County to allow you to spend more time with your parent and their needs and the County not think your just "goofing off" with your odd attendance schedules and being tired all the time at work.
 - My husband just had a stroke. I am sure that my responses would be much different if I took this same survey in 3 months.
 - I help with the care of my father but I would like to help give my mother more of a break from his constant care. It would be nice for her to be able to go somewhere so she could interact with others without worrying about him at home.
 - I, myself, do not have responsibilities in these circumstances, not being married and having no children. I may in the future be the one taking care of my mother and don't think it would be too easy with the strict rules as far as attendance they have in my work area now to take off to care for my mother or any other relative should it

become necessary. I don't think the supervisors would take too kindly to it. The work area has to realize that the first priority is the family and whether or not everything is okay at the homefront before a worker can actually totally concentrate on work. I'd like to see better pay rates, too, for the average worker so that if needed they could think about only working part-time for awhile. Basically, as they say, "There's always room for improvement."

- Within the next 5 years I will become part of the "sandwich generation". I want to keep my job having the possibility of job sharing or convenient day care and elder care would make my life a lot easier.
- When requesting time off for elder care, I am apprehensive in giving my reason on my leave request form. My job is important to me; however, my parent is, too. I have to think twice if I choose to request time off for personal reasons (elder care). I prefer that my personal affairs are kept as such.
- Regarding respite care could be helpful to give my wife and I a break but my father (a stroke victim) refuses to go to one. My wife does all she can but is often emotional and my father's quirks stress her; she vents to me when I get home from work. Additionally, she has a rare liver disease, which results in much fatigue so she does all she can. We're learning our limits and making it work.
- Even though I do not at this time have to care for a child or elderly person I think about what would happen if I ever get into this dilemma. This is a very important topic and we do need help for this.
- Although I am not responsible for my parents' care, I appreciate the opportunity to provide this information. My parents are 81 and 76 years old. They have never been to adult day care centers nor respite care and I would not consider taking them to these centers. I am sure they are a great benefit to many. I would not want my parents feeling they are a burden on me that I need to put them in a center. I would like to be able to spend more time with them and to take them on outings during the day. I would like to be able to take them on walks as the doctors have recommended. As it stands now, I cannot do so during the week. I usually take them out during the weekend but they need more walks and/or outings during the week. My drive time to and from work is approximately one hour and I often work late. Therefore, there isn't enough time to assist my parents in getting the exercise they desperately need. Any assistance in recommending flexible hours 4-10 hour workdays would be greatly appreciated. Thank you. Syl
- Getting the "elder" to accept the fact that she's "losing it" and needs help is a problem that no one can solve.
- I care for my 80 year-old-mother who suffers from congestive heart failure, insulin-dependent diabetes, and dementia. She has lived with me in the past and although she is visiting out of state, she will return to my home in a few weeks. I do not know what I am going to do when she returns because she cannot stay alone. She takes a great deal of medication and must have constant assistance and supervision. Although my sister lives nearby, she is not well, has young children at home and cannot take care of our mother during my work hours. Our brother lives out of state.
- I have an elderly parent but she lives out of state and is under the care of my sister. This would not preclude me from needing to provide respite for my sister but being out of state makes it difficult. With such little time available to us, I have to use vacation time to help my family rather than taking a vacation.
- Although my children are not young now, I am totally supportive of a day care facility downtown and at SEF and Durango. My mother was recently hospitalized for a month before her death. I don't think the survey takes that situation into account since it is not an ongoing situation but it is one that many employees will have to face and it is quite time consuming. I wish I had been less loyal to the job and had taken more time off to be with her.
- You're considering these things for the employees of Maricopa County are so excellent. Before coming to work for the County, a sister of mine was the primary care person for our elderly father and then mother and I assisted her when I could. If something like this had been available to us then, it would have been a tremendous help.

Only someone going through this knows the stresses financially, emotionally, and physically. So, I am grateful that the County is considering this for its employees as this is addressing some of the very needy and raw issues of life where there has not often been practical assistance available.

- The cost of elder or child care is very expensive. As government employees, our salaries and benefits are lower than the private sector. Instead of trying to obtain lower prices because of volume discount, why not provide the services as an extra benefit to reward employees or retain those that are leaving. A suggestion would be to partner with a university or college that has child care or child education as a curriculum and satisfy the needs of the County employees and students. I do not feel that the County Management believes that the employees are assets and should be treated accordingly. The message being received is that an employee is a liability and should just be happy they are working.
- When my mother becomes ill, she needs more assistance than I can give her because I usually work 10-hour days 5 days a week. My sister is in town but is home-schooling her young daughter and is active in her church and they understandably have difficulty taking time to take my mother to the doctor if she is too ill to drive but they are a real help. When my mother was ill earlier this year, I took a two full days off and several partial days but kept up with all of my work. I came by the office every morning, picked up my files for the next day and delivered my files for that day's coverage. One day I came in to do a couple of trials and a morning of coverage, worked through lunch, and left with a migraine to take my mother to another appointment. In spite of all this work and intensive care to her while I was home, I had to declare all those days off gutting my vacation timesavings. I felt it was extremely unfair and in retrospect I felt I was punished for trying to keep everything afloat and easy for my colleagues. I should have simply called in sick and let them handle all my work during that time. At least I wouldn't have come back exhausted (I caught a cold the next week) and having to wait months to save up enough time to be able to take off a few days to recover.
- Since I do have an elderly mother, deterioration in her health would definitely affect how important a flexible work schedule or unpaid family leave would then become to me. Circumstances definitely could change the importance of these factors.
- At this time my spouse's care has been minimal but I anticipate that it could escalate in the future. At that time my needs would increase and more of the above items would be helpful.
- Often I must take time off to take my elderly parents to the doctor or dentist. They are not able to drive and they also wish to have me present to help make decisions. While there is not a great need presently to take off time for incidental errands and appointments in the near future, I anticipate having to take more and more time as my parents become older and more dependent on me.
- I am very interested in the issue of taking care of older/disabled adults. Although at this time I am not caring for either of my parents, one of them is not in good health and this issue could affect me in the very near future. I am very much for looking into benefits that are available to assist others and myself that may be faced with having to care for an older/disabled adult.
- As a whole, I think we will all be responsible for elder care as our relatives are living longer lives and do not have the medical support or affordable support.
- My husband is disabled with arthritis of the spine and hips. He is able to help himself with daily stuff now but I anticipate a possibility later on down the road that he will need possible help and assistance to get around. It may influence my job later on. Also, my mother is getting up there in years as well and she lives in another state. So there is a possibility that I may need elder care assistance down the road.

- My father has a terminal illness. He lives in another state and no one knows how much longer he will last. Bereavement leave to me is backwards – I do not want to visit him in his coffin, I want to talk to him! I would like to be able to trade my bereavement time for a week now.
- Will elder care be extended to a spouse in the event such a need might arise?
- My mother lives with me and she is 83 years old. She is mobile and takes care of her self at this time. I anticipate having to aid her in the future. I have my 80 points in with the County but would like to continue to work until such time as I will need to help her. Part-time work would be helpful at that time or I will have to retire. I have worked for the County for 28+ years and have enjoyed my job very much but with changes occurring within the workplace with more demands and workload changes, I sometimes feel retirement is the best choice. Thank you for letting me participate in this survey.
- My mother-in-law lived with my wife and I for 3 years but passed away this last August. My wife and I both work and both hold jobs in the upper management level. The illness of her mother and needed care put a great burden on me and my wife but had insisted to keep her at home and had to have people come in during the day to care for her so we could still work. It wasn't easy but we made it through. If we had to do it again we would do the same. Our supervisors were very understanding and supportive.
- At this time my mother is living with me. For the past one and a half years she was living with my brother. She can take care of herself at this time. She can no longer drive. She has balance problems and must be watched when she is out of the house. She will be going back to my brother's and will be moving back to the valley in 6 to 8 months. My brother does not know this.
- The biggest problem I have is getting my dad to his VA appointments and staying with him because he can't hear what the doctors say. Someone has to stay with him on these visits and that means I have to miss work. Otherwise, I could just drop him off or send him. The waits at the VA are so long and it's like pulling teeth to get through on the phone, which does interfere with work. Also, many of the people at the VA are rude, especially the pharmacy and it's difficult to deal with rude people. Also, since my dad is old, world European, he is VERY set in his ways and does not cooperate a whole lot. However, I am fortunate that he is able to take care of himself pretty much during the day. I just wish there were groups around that would contact him and get him interested in some daytime activities because he expects me to be the "entertainment coordinator" and "social director" for him and it just doesn't work that way. It is all I can do to manage my own life and provide basic care for him.
- I am the sole care for a wheelchair bound parent. Having services and information available for elder care would be very helpful. I have decided to retire earlier than desired (the end of this year) due to the increasing demands on my time for the care of my parent. Although my current shift is small and I have no officers with small children, I have worked MANY places over the course of my 25+ years where child care issues kept officers from coming to work on a frequent basis. This impacts everyone because the others have to pick up the slack since this issue creates staffing shortages.
- Currently, I do not have child or parent to care for. However prior to January 2001 I was the primary care taker for my father (79 yrs of age). He lived by himself five minutes from my house. He was able to get around but could not do a lot of daily activities without assistance and had trouble taking his meds. It would have been an advantage to have a place for my father to stay during the day while I worked to allow him to socialize with other adults in the same condition. This would have given me a piece of mind knowing that he was getting a nutritious lunch someone to supervise his meds and having someone there if he needed general assistance. Might it be possible to join efforts by letting the elderly help take care of the preschoolers? This would give some value to their lives and help absorb some cost. The above section was completed based upon the care of my father, who

passed away in January of this year. In the future, I foresee that I will again be a primary care taker for my mother-in-law.

- I have considered moving back to the east coast to help with daily activities of recently widowed mother. Currently my sister is bearing all the responsibility of routine chores, errands, medical appointments etc. This is very stressful on her due to a part-time job and full-time family of her own. This in turn stresses me because I don't feel I am doing my share. There are no other siblings.
- At-home elder and disabled adult care is a nightmare unless the caregiver/spouse has unlimited financial resources; insurance will only cover "skilled nursing care" for home health care. More elder/disabled adults need assistance with dressing, bathing, and meal preparation than need "skilled nursing care." My husband does not require "skilled nursing care," as a result he usually waits for me to get home from work to help him dress and fix him something to eat. I cannot afford the four-hour minimum cost of having someone come to my home to help him and the quality of help is horrendous.
- From August 2000 to October 2000, I was needed to help care for my 84-year-old mother-in-law who was dying of colon cancer. This was a very stressful time at home and at work trying to balance the two. Being the only girl in the family close enough to help care for a woman who had only sons was very demanding. And helping someone die was also very demanding. My supervisor(s) were great in working with me during this very hard time; but I still would like to have taken more time off work and not have to worry about having a job to come back to. That would have relieved a lot of the stress.
- Even though my parents are healthy at the moment, they are getting to the age where anything is possible with their health. It would be nice to know that options are available if or when that time comes.
- My mother lives in a nursing home.
- Ability to carry adult on health care plan and take to same doctors/facilities would be helpful. I find that I must take my mother first to her primary physician, then get a referral to a specialist, who refers her to someone else, and so on and on. Last fall dive degreed, experienced, medical specialists (doctors) could not come up with a diagnosis between them. This entailed many trips to the doctor and to drugstores for medications. A day care program that had an on-site medical facility would be wonderful or that could assist in transportation to and from doctor's appointments.
- Even though I do not meet the criteria for elder care, I am still responsible for my father-in-law every time he has a problem with his house, doctor appointments, keeping his checkbook, and day-to-day problems as they arise. He lives alone right now but he calls every time there is a problem or he needs help if we haven't stopped by that day.
- Would be nice if the County came up with paid leave assistance for employees who have to deal with such occurrences as mentioned in your survey. Perhaps a one or two week paid leave to support family issues such as these. FMLA is fine if you have the time but when all of your FMLA is used - then it really becomes a hardship with no money coming in and I'm the only breadwinner. I'm also dealing with discrimination issues. My parent has no money and is a U.S. naturalized citizen but does not dominate the language and, therefore, she is getting different treatment than others. Please try to ensure that this will not be a practice with whatever good you are attempting to do.
- As my mother's cancer progresses, I will have much more responsibility taking care of her which will result in my using all my FMLA and vacation time. Someone else will need to fill in for me at work. Production will be down, my sense of loyalty to employer will be down, etc.
- It took quite some time to gain support from upper management. My direct supervisor was very supportive. However, due to pressure from upper management, I had to change my schedule from 10-hour days to 9-hour

days. My division manager did not like 10-hour days. My flex day was the day I took care of my mother-in-law: bathing, doctor appointments, groceries, yard and house work. Now I have to use my weekends, which takes away time from assisting my parents and time for my tasks and needs. My mother-in-law and I work together on scheduling her appointments on my husband's and my days off but occasional I have to take time off of work to make her oncologist or ENT appointments. When my mother-in-law was diagnosed with oral cancer, my husband was working in a position with MCDOT Operations Division. The manager of his division forced him to take the entire day off to take his mom to the doctor instead to just the few hours necessary. This ate so much of his time when he had to take her to her radiation treatments. I would take her to and from her radiation treatments twice a day and make up the time on my flex day or take the time off as personal (this was the year before in-laws were covered under FMLA Leave). This was the most difficult time in all of our lives. I would drop off my husband at the Durango Facility by 5:00 AM, work for an hour, leave work to pick up my mother-in-law at 68th St. and Scottsdale Rd., take her to her radiation treatment at Good Samaritan on 12th St. and McDowell, take her home, go back to work at 27th Ave. and Durango and work all day. Then my husband and I would head back to pick up my mother-in-law for her afternoon treatment –back to 68th St and Scottsdale Rd. then back to 12th St. and McDowell, and then take her home again. We would get her settled for the night, make sure she tried to drink an Ensure or get some type of food down, and get her to bed. Then we could head home to 40th St. and Cactus. This went on for 8 weeks. It was an extremely very difficult time to balance work and our personal lives. At one point I was emotionally stressed due to my division manager wanting to change my schedule that I was ready to get a FMLA notice from my doctor for stress. I was at a breaking point – work was the only thing that I could count on being stable, and they wanted to change that. We had to make several large, financial sacrifices. Due to the unexpected expense of the extra travel, we had to sell our full-size pickup truck and purchase a Geo Metro. We have sold our home near Paradise Valley Mall and moved closer to our parents. We were fortunate enough to find a nice home near 16th St. and Baseline, 10 minutes from work and 15 minutes from our parents. This move had partially made up for the change in my work schedule. Now we have to assist in the care of my parents and continue to support and care for my husband's mother. In the long run, things have worked out. At the time when all the crises were happening, it was all we could do to get ourselves dressed and out of the door in the morning. We checked into several transportation services and none would guarantee to get to her appointments on time and taxis were just too expensive. Now we continue to assist my mother-in-law and now have to assist my parents with household chores, repairs, doctor appointments, and errands. It would have been helpful to have assistance with travel for my mother-in-law. We are always looking at services that we could possibly use in the future. We hope that it is a little easier next time if something happens to either one of our parents.

- I was fortunate to be working with Maricopa County during the past few years while also trying to take care of both parents until they passed away. Although we had in-home "health care" (visiting nurses), it would have been nice to not worry so much about using up all of my personal and FML time to care for them. By the time both had passed away, I was completely out of any type of leave time that could have been used to take time away from work to heal and rest. I could not afford to take leave without pay as our bills naturally increased with the additional care requirements of my parents (who were sometimes seriously ill at the same time!). So when I was down to just a few hours, I would get physically ill myself when trying to figure out how to get them to doctors or surgeries while still attempting to work 40 hours! Unfortunately when my husband doesn't work - he doesn't get paid because he's in the construction industry - so there were many times he simply had to take off without pay to care for them and allow me to remain at the office. The ability to temporarily work part-time without loss of seniority or benefits would have been a blessing, as I could have come in for several hours each day or worked out a flex schedule of reduced hours in order to care for my parents in a focused manner and concentrate on my job when I was here. As it was, the County was only receiving a portion of my attention and energy even though I was physically present. I supervise numerous single mothers and young married women who have a constant battle with child care and day care - a large percentage of their leave time is taken up with child care issues so many of them have a very difficult time accumulating enough time to take an actual

vacation! Many of them do not have the luxury of "stay at home" family members or friends who can be a part of their network. They feel bad about not being at work because they know a coworker has to cover for them and/or the work piles up on their desk causing even more stress on them. At minimum, a "sick child" care center would be extremely beneficial as that seems to be the biggest issue I see as a supervisor. Their child is slightly ill they can't go to school or day care so Mom has to stay home with the child. Good luck - these are items truly needed within Maricopa County.

Work Flexibility

- I would like to see more options for flextime and telecommuting.
- My supervisor is very flexible in allowing me to adjust my work hours to accommodate child care issues. However, he still expects a 40-hour week. I would prefer to work 30 hours with lower pay. Ideally I would like to telecommute 32 hours a week.
- Hopefully, the results of this survey will help everyone better understand the need for more significant benefits in this area. A flexible work schedule would enable even families without children or elder care to be more productive. These issues are very important and they will become a bigger issue in the County as private business begins to incorporate many of these extras into their positions.
- I do not have younger children. My only child is 18. But I think that people who have children could benefit from flex schedules and job sharing. On-site or near-site child care and/or adult care would be a great benefit and make it easier for those caring for younger children or older or disabled adults.
- If I could have a job where I could work at home and still do my job, that would help. My mind wouldn't be here at work but still thinking about home. If I was at home, then I wouldn't have to worry about what is going on at home but I could be at home to be helpful if needed.
- Job sharing or the ability to work part-time is very important to me. I hope to have kids in the next five years and I am dedicated to raising my children myself for the first 2 to 3 years instead of having day care workers raise them. During that time, if I could not job share or work part-time, I would most likely quit my job so that I could be there for my children. I would give up benefits, etc. to work part-time. I love my job and hope that quitting will not be necessary.
- I have worked in the County Attorney's office for nearly 12 years. My evaluations indicate I am a valuable employee. I may be forced to seek other employment this August when my 5 year-old twins start kindergarten. Until now my mother has watched my children while I am at work. Once they start school, I will not have anyone to watch them after school. It will cost \$450 for all-day kindergarten in the Kyrene School District and \$330 for after school care. The total would be \$780 per month. I have put in a request for Mr. Romley's approval to either job share work 8:00 - 2:00 and/or work at home for an additional 2 hours after I pick up my children from school. This would at least eliminate the additional \$330 per month for after school care and allow me to spend valuable time with my children. I currently leave my house at 7:00 AM and arrive home around 6:00 PM. I am not optimistic that my request will be approved. Historically, Mr. Romley has not allowed flextime, job sharing, telecommuting, or any other flexible work schedules. I have the utmost respect for Mr. Romley as the County Attorney but I think he should be urged to implement more flexible schedules to accommodate and retain valuable employees. I love my job; however, if I must choose between my children and my job I will naturally

Though these issues do not currently affect me, I believe that the County should pursue job-sharing flexible schedules additional child/elder care options and other programs to allow employees to balance work/family issues. This will make the County a more attractive employer and help employees be more productive while at work by reducing outside stressors.

seek a more flexible employer. As a supervisor with MCAO, I personally have lost several long time employees due to the inflexibility of our office. In the County Attorney's mission statement it states in part: "Additionally, the County Attorney seeks to implement, promote, and participate in programs that reduce crime and enhance the quality of community life. " Aren't there studies that show a correlation of the likelihood of juveniles committing crimes and the amount of time both parents are at work? Also, why not enhance the quality of life of your employees. I urge Mr. Smith to become more involved in mandating all departments, including those under elected officials, to retain valuable employees by offering flexibility. Sincerely, a very dedicated County Attorney employee.

- Although my children are grown and my parents are deceased, as a manager, I must still help my employees deal with those issues on a daily basis. Having several options to choose from, such as flextime, job sharing, or child/elder care subsidies, makes me a more effective manager of my people and makes them happier to work for Maricopa County.
- I think that it would be a very proactive effort on the part of Maricopa County administration to establish a benefit consisting of a number of days off without pay that may be taken to deal with family emergencies at the discretion of the employee. The County's PTO leave benefit is insufficient to deal with this for most households when all of the adults in the majority of households work outside the home, i.e. there is no adult at home available to deal with family emergencies. In addition, County employees have to use their PTO time as sick leave for themselves as many department heads will not allow employees to use their FMLA/sick leave for their own illnesses unless a DOL letter is filled out, let alone allow employees to use this for a sick child unless the child's illness is a long-term illness and the DOL letter is filled out, etc., etc. As anyone who has an infant in the house can tell you, infants and young children frequently experience illnesses that present as emergencies but only last a day or two and are never diagnosed by pediatricians. It is unconscionable that people must worry about getting fired as well as worrying about the child. This is especially true in light of the fact that the County has an established teleworking policy that would allow many workers to make up lost work hours when another adult is also home and can watch the child that is ill. It is past time that employers begin to deal with the realities of a world in which most couples must both work in order to afford the basic necessities of life, as this means that child care is an overwhelming responsibility; after all the child(ren) cannot be left home alone until they are of the age of discretion. Two weeks of PTO time as the initial benefit is simply insufficient – people need to be able to have some time to take to reduce stress, as well as take care of their own illnesses and those of their children. These comments also apply to persons who must care for elders.
- I would be happy to see any program that would help fellow workers make their job a little bit more flexible and understanding!
- Please consider other areas such as telecommuting to be "fair" to those of us who would contribute to, but not benefit from, child/elderly care. Some of us have the equipment, high-speed communications office space, and fewer distractions at home than at the office.
- Allowing employees who have child care necessities to be able to work from home one day a week would be very helpful. We spend a good 55 to 60 hours a week away from our families. Leaving us with maybe two hours a day at most to spend with our children and spouses. The ability to work from home (if your type of work allows it) allows us to be able to spend more time with our children. I know that when I have to sit at my desk at home to make business related phone calls, my little one sits at his little desk and pretends that he's working as well, allowing me to finish my task and being able to spend time with him at the same time. I really feel that this is an option that should be considered. We see so many angry, lonely kids out there and part of it is due to the fact that we are not home enough to spend time with our children. Thank you for taking the time to read this.
- Flexible work schedules would be of great assistance when faced with issues involving family members.

- Child care is always a big issue, but because my spouse works out of the house, we have been able to deal with various issues (i.e. when our child is sick, when our babysitter cancels, etc.) fairly well. Also the flexibility I have at my job allows us to utilize a babysitter only part-time and we work the other time out between our two schedules. However, for times when my spouse is traveling for work and/or our sitter is not available, it would be nice to have some viable alternatives. Also we pay a lot to have an in-home sitter and once our child is a little older, we may consider taking her to a facility once a week or so IF it met all our requirements.
- Flexibility in the work schedule is VERY important
- I am currently pregnant and will have a child in the next few months. My work situation is of great concern to me. Job flexibility in the form of part-time or job-share is of particular interest to me. My current work arrangements (full-time) are not conducive to the parenting lifestyle that I intend to provide for my child.
- I job share, working 20 hours a week. My husband works afternoons. On his days off, I work. I went part-time so my children would not be in child care. But these issues are very important. My job share partner stresses often over day care issues (her husband works during the day).
- My situation is a bit different. My child goes to day care close to my home part-time four days per week. I have family here and my mother watches my child every afternoon and one full day per week. Thus, if my child is ill or I need to work late, it is not typically a problem. This survey asked questions about more flexible work schedules and that is definitely of interest to me. A job share situation or flexible working schedule would provide me the balance that I am seeking and in my opinion make me a better employee as well as a parent. I realize that the intent of this survey is to gain information regarding day care but if you polled many of the professional working women (and maybe men too) in the County I believe you would find that many would jump at the prospect of a flexible working schedule despite a cut in pay.
- Child care is VERY important to me as I am working toward an adoption. I would eventually like to reduce my hours at the same pay rate per hour. Some companies offer an adoption benefit, which helps employees who cannot have children of their own handle the daunting cost of adoption.
- I do not like the way we get treated in this facility – as if we are children and we do not have lives. Working overtime, we are so exhausted that we cannot take care of our personal lives. Even when we get sick, we are told we have to come in if they are short-staffed. We want new jobs, better hours, better pay, and none of that applies to us.
- I strongly support working from home if possible. Even telecommuting on a part-time basis would be helpful for those with child care and elder care responsibilities.
- Need to have more flex schedules. I am dealing with young kids and an elderly parent and need more time to focus on both of those responsibilities
- I do plan to have children in the next five years. I would really like to keep working here but I also want to spend time at home raising my kids during the week. I don't want to leave them for 40 hours each week. I think having the ability to telecommute or having flexible work schedules would allow me to do this. Also job sharing could accomplish the same. If these things were possibilities and the County had a day care center, I could continue to work and place my child/ren in a day care near me when I was at work. At a minimum, I hope the County will create a day care so if I had to work 40 hours in a week, at least I could place my child/ren in a center that is close. I could visit them on lunch breaks and be there within minutes should an emergency arise. Thank you for allowing us to have input into this.
- The use of flextime and telecommuting would be very helpful. It may reduce time taken away from work to attend to personal matters regardless of family status

- I note that nothing is included to indicate shift times. There are MANY shifts among many agencies that are part of the Maricopa County family.
- Although I have no children now I expect to have children in five years. If that is the case then most likely I will quit working for several years to raise them. If this job provided day care or job sharing/part-time work then most likely I would return to work right away.
- I would be very interested in job-share or part-time work during the time my soon-to-be-born child is an infant/toddler.
- In my situation I would find it more helpful to receive a partial subsidy for child care. I am very happy with where my children are and am not looking to move them. Also it would be extremely beneficial if my supervisor were more supportive and less threatening when I have to call in sick because my children are ill. I have been told that I would receive a bad evaluation because of my absences due to having children that had repeated illnesses. I don't feel that's appropriate; I don't need the additional stress. Thank you for providing this opportunity to express my frustrations.
- I and several of my co-workers have either left or are considering leaving because we have no flexibility in our work hours, days, etc. I know of other offices/ jobs very similar to mine where employees are able to job share and/or work part-time. We need to have these opportunities as well as child care available to us. MCAO is going to continue to lose valuable people if there is not more flexibility available.
- It is imperative that the County offer an extensive part-time program; including job share, flextime, and telecommuting to compete with the market currently here in Maricopa County. With the number of childbearing aged women who are employed here, much money is wasted on training and development if you do not offer these women an opportunity to work part-time. Many women have the choice to either stay at home or work. What a perfect solution it would be for these women to be able to incorporate both - it's a win-win situation for all. You pay less for benefits and because they are able to spend quality time with their families and children they will be more productive the fewer hours spent at the office. Although many people work a 40-60 hour work week, they would be much more productive if given half that time to get the work done because their distractions would be minimal. It's time the County implements a new system rather than just giving it lip service. I personally would stay with the County for the rest of my professional career if I had the opportunity to take 5-8 years to do part-time and then go back full-time when my kids were at school age. Thank you for considering this. You've given many of us hope.
- I think the County should try to implement as many good options as possible for child/elder care. We are underpaid so if the benefits are good that sort of makes up for being underpaid. These issues are so important and it's a shame it's taken this long to even get a discussion started. I truly hope that some beneficial programs will be implemented soon.
- Even more important than child care to many of us working mothers is the ability to work part-time. Many County agencies do not offer part-time employment. Part-time, job sharing, flextime – these are all choices, which most employers offer, and which are becoming increasingly popular. If the County does not offer these same choices, the County will cease to be a competitive employer.
- A flexible work schedule (4 shifts/10 hours) would be the most beneficial to me in dealing with my child care responsibilities.
- Although I do not have children or elders in my home to care for, my home and family care needs required that I consider a part-time position, which my supervisors worked with me on, to come up with a schedule that would meet my needs and the needs of the department. If this had not been an option for me, I would have had to quit my job and seek part-time employment in the private sector several months ago. I may still find myself seeking

employment in the private sector but not because my supervisors were not willing to try to accommodate my personal home and family care needs.

- I feel that some programs available to employees would help to provide a better work environment with happier and more productive employees. I think that rotation of work from home and flex schedules would be a great assistance.
- Part-time job sharing, flextime, or telecommuting would be the ideal solution. I will have a child starting school in the fall and I am very stressed about how I am going to get him there for 8:30 start and pick him up at 3:15. As to the sick child issue – when my child is sick, I would not feel comfortable taking him to a day care of any kind if my mother cannot watch him then I stay with him.
- I feel the inclusion of elder and child care care would be very helpful to productivity. I would like to see flexible scheduling allowed to assist in family care and to decrease pollution. Thank you.
- I am eligible to retire on ASRS but not SS. My retirement income would not be enough. I would like to work fewer hours per week and would like to consider job sharing or a part-time assignment.
- Hopefully, the results of this survey will help everyone better understand the need for more significant benefits in this area. A flexible work schedule would enable even families without children or elder care to be more productive. These issues are very important and they will become a bigger issue in the County as private business begins to incorporate many of these extras into their positions.
- If I could have a job where I could work at home and still do my job that would help. My mind wouldn't be here at work but still thinking about home. If I was at home then I wouldn't have to worry about what is going on at home but I could be at home to be helpful if needed.
- I would like to see more options for flextime and telecommuting.
- My supervisor is very flexible in allowing me to adjust my work hours to accommodate child care issues. However, he still expects a 40-hour week. I would prefer to work 30 hours with lower pay. Ideally I would like to tele-work 32 hours a week. This would allow 2 hours of commute time to be applied to spending time caring for my child and would allow more flexibility in my schedule should my child be sick. I feel I could accomplish higher volume higher quality work at home where people would not be stopping in my office to "chat" over a cup of coffee. This would also link to the County's efforts to reduce emissions. My supervisor is very hesitant to get involved in tele-working. An incentive program for departments that use tele-work options would be good. Official support for alternative schedules would help as well. There seems to be an attitude that if you are going to receive County benefits you should work a full 40 hours. Essentially - I want more TIME with my child.
- I have considered applying for jobs with the City of Phoenix simply because of their child care and sick child care programs. They also offer more flexibility as far as work schedules. While quality care is important it is also important to have affordable care. I feel paying according to usage is as important. Having to continue to pay for child care when the child is not attending due to vacations, holidays or sick days hits the budget very hard. That is money that can be used to pay for increasing health care costs. I am interested in scheduled part-time day care for the development of socialization skills. For example, two or three half days a week. My husband could drop our daughter off in the early afternoon and I could pick her up on my way home. This would allow him to schedule appointments (he works from home) and allow our daughter to develop socially. I am also interested in drop-in day care. If an emergency arises I'd have the ability to drop off my daughter with a moments notice in order to know she is safe and cared for and the emergency can be handled. I am interested in sick child care. I would like to see the County expand the use of tele-working and revisit the policy. The policy states "The employee will make dependent care arrangements during the tele-working schedule. The employee is required to maintain a quiet and professional work environment." This policy does not allow me to stay home and take

care of a sick child and tele-work. This is a great opportunity to allow an employee to tele-work and take care of a sick child but it is prohibited by County policy. Along the same line as tele-working, I think the County should advertise to its employees that the employee can purchase a computer through the County's contracts in order to tele-work. I think the County IT Department should make recommendations to employees on computers and equipment (low medium and high end) that would be compatible with the County's system and the employee's job duties. Let the experts advise us. I know I sure would benefit from their expertise and I would purchase a system this way. I would know that I am getting what I need in order to properly perform my job duties and I am purchasing it with the County's discount saving me money. I think this would go a long way to show that the County really cares about its employees. The County would be assisting me in the performance of my job duties and allowing me the time I need to keep balance in my life with my family. Talk about credibility!

- I would like to see more opportunities in terms of work schedules. Such as the flex schedule but taking it further than that and having a program that would allow us to work on a schedule such as a (4 day) work week with 10 hour days and one day off a week. I think many people would very much prefer to work two extra hours a day and have a day off. In addition it could be a schedule that would stagger out the days that people take off such as some people would have Friday off and others would have Monday off. This would ensure that not everyone is gone on the same day. Thanks.
- I appreciate the language used of "spouse or partner" - I do have responsibility for a child on a part-time basis that can affect my work. Also, I have other personal responsibilities that make flexibility in my job very important. Although I do not have children or elder care on a full-time basis, my staff do and I feel that providing them with as much assistance as possible is vital to Maricopa County continuing to attract and retain excellent employees.
- I currently do not have children but plan to within the next 1-2 years. I have considered the possibility of having to find a job with a different agency that offers part-time employment or job sharing. My current position would not allow me to work less than 40 hours per week. Family is very important to me and so is my career. Therefore, I hope to find a balance between having children and working 20-30 hours per week. If I were able to stay in my current position and decrease the number of hours I would definitely want to continue my career with the County.
- Child care was MUCH more difficult when my child was younger than school age. Since the school district has a before/after school program that runs from 6:30 am to 6:30 pm, I have had few problems. However, summer care is now a problem. It's much more expensive (\$300 for two weeks at sports camp versus \$100/week for the school's program). But the school's program is basically playing all day long and teaches the child nothing. So I feel I need to give him the opportunity to learn new skills (in this case via a sports camp). The guilt trip is always there - that you are using day care versus staying home all day with your child. The wonderful flexibility of my current job is the only thing that makes it work. I can leave anytime during the day to go to any activity at school. I volunteer in the school. This time is either flexed or some of it serves as my community work (when I do activities that affect the entire grade level or the entire school not just my child's class). I believe there is no greater future than that of our children so the fact that my volunteer work is seen as an asset to our community is GREAT. My County schedule is very flexible so I can deal with any emergency problems. However, if that flexibility were not there, I would not be able to fully commit to both work and my family. Regarding the County running a facility, I would use it during the summer IF it offered more than just 12 hours a day of playtime. It would have to be conveniently located...if it was right near the downtown court complex and my husband or I are located there we would use it (again depending on what the activities are for the kids). If I had to drive from my current location (NE Phoenix) to downtown - no way. Resource fairs are not helpful to me as they are typically far from my office. What would be helpful would be access to the material on the County's website or being able to have the material interoffice mailed to me. THANKS for taking the time to do this survey and for realizing this is a tremendously important topic to parents.

- Child care issues are very important. Flex-work schedules or job-share opportunities will be a major factor in whether I remain with the County once we start a family. I have no family (other than my spouse) in Arizona so job flexibility and employer understanding of child care issues are critical factors in determining my future with the County.
- I believe a contributing factor to Maricopa County's difficulty in attracting and retaining quality employees is the unavailability of day care and/or options like telecommuting. My wife worked for the County for over 10 years and one of the main reasons she left was because she wanted to be with our daughter for her first 2-3 years. If telecommuting and/or on-site day care were an option she may not have left or her leave would be much shorter. Our household income has been cut in half since she left and with only my modest income, budgeting is a challenge. I believe telecommuting would be the best option for the County as well as those employees who could do their work from home. An obvious benefit for employees would be an ability to stay home with young children or disabled adults while performing their work. Employee satisfaction would certainly increase if lengthy commutes were eliminated. Allowing some employees to telecommute would be far less costly for the County than subsidized day care. Office space needs would decrease as employees moved out of central office locations. A telecommuting option would show Maricopa County is progressive in offering employees family-friendly work options and would demonstrate Maricopa County's pro-activity in reducing traffic and air pollution.
- Though my children are adults, two are still living at home as they are students; and my mother is in good health; there have been times that I need to go with them to doctor's appointments. I would like to have the flexibility to be able to go with them without feeling stressed out about leaving work.
- The greatest problem I face is not having alternative work schedules. Our department does not allow 9/80 or 4/10 schedules or telecommuting. I live in the far East Valley and with commuting time, I am forced to be away from my family for extended periods of time. If they or I require medical/dental care, I have to take a minimum of 1/2 day off to accommodate. If alternative work schedules or telecommuting were available, it would better suit my family needs, help the environment by saving pollution, better serve my department through taking less time off, and definitely help the morale of myself and co-workers. My family would have more time with me at least one day per week or every other week instead of always coming in second to my job. As I have a sole-income for my immediate family and assist in supporting my mother, I have no alternative except to keep on working.
- At the moment I do not have children under 13 nor am I a caregiver to an older or disabled person. I have had this in the past and I do know the stress it takes on a person trying to balance all ends. It is truly helpful to have an understanding boss company and flexibility. It would be outstanding, in addition to having the understanding boss, to have financial help also.
- I've worked in this position for 14 years. My youngest was 6 months old when I started and I could have answered your questions in great detail. Now my youngest is in high school, the needs are different. Flextime would still be important to insure the presence at important events and appointments. I used to care for my mother and take her to her Alzheimer's appointments but she passed away this year. It is critical to have appropriate programs to let employees be people who care for family members. They will stay longer and be better employees in the long run. I am glad that you are finally taking this appropriate action and survey even if it is too late for me.
- I would really like to work a flex schedule so I would have a weekday every now and then to run around and do errands, make appointments or to spend some time with my family. This would really reduce the stress in my life. If I was offered the opportunity to work a flex schedule somewhere, I would even accept slightly less pay to work that type of a schedule. I am keeping my eyes open and checking around.
- I feel that when it comes to personal matters that an employer should be flexible.

- More flexibility in our jobs is essential. Job sharing, telecommuting, child care, etc. is the wave of the future. The County will have difficulty retaining employees when not offering these options that can be found at other employers, including other governments.
- I'd wish the flexible work schedule and compressed workweeks were established Countywide because that would allow me to visit my elderly mother more often and provide companionship.
- Due to reoccurring cancer, there is the possibility that I may need time to care for my spouse. A flexible work schedule, the possibility of a reduced workweek, and/or some telecommuting from home could possibly be greatly beneficial. Hopefully, this shall come to pass.
- I was not able to accurately answer all of these questions. Though I have a child at home in the age range you are looking at my husband and I are virtually always able to arrange our work schedules to provide care for him. A flexible work schedule is the most important factor to me.
- If I had the freedom to work four ten hour shifts, I would be able to spend one day with my elderly parent to take her to doctors, dentists, etc. These professionals do not usually have weekend hours. Four work days would allow me one full quality day with my parent and allow me to manage more time with my immediate family and the needs and issues of my own home. Thank you for providing this survey. I believe this is a significant issue for this day and age. I appreciate someone noticing those of us who are responsible for elderly family members as I feel their generation is very valuable and taking care of them is the best thank you possible! If one is not stressed about a long workweek and trying to deal with everything on a two-day weekend, the third day would allow for quality time with the ones you love!
- I would love to see a more flexible work schedule for people who have to care for young children or the elderly. One idea is to have child care available at the workplace where possible. Another is to hire part-time people so parents can be home with their families if needed. For us older employees I would love to see part-time employment made available. As for me and my husband, I'm grateful for the benefits the County offers. I'd also like to see retiring employees with reduced medical insurance payments so they don't have to use their retirement checks for insurance. Thanks for listening... :)
- I do not consider leaving this job because of family or personal problems; however, I do consider moving forward in the County due to an increase in pay and schedule flexibility.
- There is a need for more flexibility in adjusting work schedules in a week when child is ill so as to be able to make up lost hours. I would like to telecommute on days when my child is sick. On-site day care would be great with sick child care included (but not at MMC). Thank you for the opportunity to express this most important subject
- My mother-in-law is the individual I help take care of. I wish I had more readily information regarding support programs for day care and/or respite care. My division is great as far as emotional support for my situation.
- Part-time is not offered in my department, WIC Public Health. I think we loose productive employees because of this inflexible policy WIC has. I do not have children but the need for me to go part-time has occurred. I am attending graduate school. I enjoy the work I do and I plan on staying in WIC after I have earned my masters; however, part-time would be ideal. I will have to quit and then reapply later as long as there is a position in my area. It is frustrating to work with a department as large as WIC yet having to deal with the inflexible policies. It is nerve racking.
- I would like to see telecommuting offered as an option. This would ease my child care issues when my daughter has a half day at school, is home sick, or is off for teacher conferences/breaks.

- I will have increasing responsibility to take care of elder parents over the next 2-3 years. A County policy offering flexible work schedules would be very helpful. Currently, these flexible schedules are offered at the department level and are not Countywide. We are all County employees and should have some equal access to take to these types of options.
- We are currently expecting our first child and the issue of child care has been very worrisome to us. I currently work a 4 - 10 schedule, which involves starting work at 5:00 AM. The early hour is needed for my job responsibilities. I travel quite far which means even an earlier hour. The financial burden of child care is especially difficult for civilians in the Sheriff's Office because we only receive 2.5% increases yearly which is below the annual cost of living increases. The cost of living, in addition to the increase in medical, means we are working for less each year.
- I have had staff members of my Division need to take time off to attend to child care when both parents are working or when the other parent has been ill or had an appointment that had to be taken care of. I'm not sure this is directly related to child care or just normal family responsibilities. Generally speaking, each member of the Division has a backup personnel who knows what each other is doing so work related matters can be covered when one person is absent for whatever reason.
- I am always willing to make up work time if I have to stay home with a sick child. I can either work at home or work longer days for the rest of the pay period but my supervisor is not always open to these ideas.
- As a student, flexibility at work would be wonderful. Part-time work and a flexible schedule would be beneficial.
- Because my mother and her husband's health is failing, we, the family, have hired my sister-in-law to care for the both of them. If my sister-in-law was not available, I would need to use a large amount of my off time/vacation time to care for them. I feel this is a serious subject that needs to be addressed especially with the care of an injured child over the age of eighteen who has no one else to care for them. Currently, family leave does not include the care for a child over eighteen. I know that I would need help if the burden was on my immediate family to care for my mom and I definitely would need financial assistance and a more flexible work schedule to care for her.
- In my work position, I will have few opportunities to telecommute or work part-time. The policy on taking time after childbirth worries me as it is not as flexible as it might need to be. I have discussed this issue with my supervisor and the response was not what I was hoping for. I wish more could be done to accommodate those who might need to flex time in after having a child.
- I often take time off work because of personal health reasons. I would like to be able to work from home via the Internet or dial-in mechanism.
- I actually did quit my job two days ago so that I can stay at home with my 2-year-old daughter. The Office of Management and Budget (OMB) where I currently work allowed me to come back to work part-time a year ago and everyone has been wonderful in allowing me as much flexibility as possible considering the high-level of work that we must accomplish in this office. However, it still has been proven difficult for my family and me. Therefore, I opted to quit. An on-site child care center would have most definitely kept me at work. It has been difficult being away from my daughter and also commuting one hour each way to and from work as a part-time employee. Additionally a job share opportunity would have been most beneficial. My co-workers have done extra work in the past year, as I have not been able to be here full-time. They have never expressed any ill feelings for that, as they are very professional and caring individuals. However, a job share would have helped in this respect. An on-site child care center and job share opportunities are a must in today's world as more parents want to both work and need good child care but without the stresses of trying to cope with being away from a child and feeling that full productivity cannot be achieved as well as job advancements may need to be foregone. I appreciate having the opportunity to respond to this survey.

- In hiring employees, a FAQ is whether the position recruited offers flexible hours. This seems to be increasingly important as the years go by and applicants have multiple family obligations. Offering flexible hours (after successful completion of probation) to my staff gives me a better pool of applicants. It also allows my employees to better meet their family obligations outside of work hours and at reduced stress to them while they are on the job. For the department, I can count on more focused performance and longer office hours for our customers. Employees look forward to the quieter periods early and late in the day to provide a better environment for concentration. In our department, getting the job done right is more important than punching the clock from 8:00 to 5:00, so flextime schedules work well for us. My younger employees do experience disruption in their schedules due to unexpected family illness or problems with their regular child care arrangements. They are very responsible about their work duties and do not want to lose time away that may increase their stress to accomplish their duties. However, sometimes they have no other choice but to miss work because no other resources are available.
- I really enjoy working for the County and I love my job. I would like to see more options of flexible work schedules, such as being able to telecommute a few hours per week or when my child is sick. I also think it would be great to have child care on-site so I could check on my child on a lunch break and have to be away from my child fewer hours per day (could drop off right before work & pick up immediately after). Some companies in Phoenix have leased space in their buildings to one of the bigger child care providers such as Children's World. This has allowed the employees to utilize on-site child care but the company has not had the cost or liability of offering it themselves. Could this work for Maricopa County? Thanks for giving me the chance to express my views on this very important subject – after all, our kids are our future!
- If we need to take care of sick children, telecommuting would be beneficial.
- Unfortunately, I don't have time for seminars and support groups. It would be so much easier if a person could telecommute two or three days a week (and in my position, it would be possible). Having a 4-day workweek of 9 or 10-hour days would be of tremendous benefit too.
- I have worked for local municipalities who have offered alternative work hours and days. This has been very helpful when dealing with family issues. I have at one point begun packing my office up to leave because of a rigid attitude when I had a family issue at home. I brought this issue up when I was hired and an agreement was reached then. I was later asked to scrap that agreement and allow my daughter to suffer for the good of the office. I truly like working here although I can go other places and make more money with alternative work days and hours.
- My wife and I share the responsibilities of taking care of our children. Both of us have had to miss work in order to take care of them. Flexible hours would be a larger factor to me than just day care. We can work around each other's schedule to take care of our children, if I was able to be flexible in my hours. In my past work experience, I had flexible hours and felt that I was much more productive than I am working set hours with very little flexibility.
- A flexible work schedule would have allowed my family to keep my father out of a care facility and home longer than what happened. It is also stressful making time to visit at the care facility due to a one hour commute to work and 8:00 to 5:00 schedule than making time to go there in the evening. A compressed work schedule such as a 4 day 10 hours per day schedule would make a huge difference and allow me to spend more time with my father. Thank you for this survey. We just placed him in the facility three weeks ago.
- I believe that flex hours are extremely important for working parents. If an employee has the opportunity to work a 9 hour day and have every other Friday or Monday off, it would relieve stress in many areas, most importantly child care. As for employees without children, there are still family and personal issues to be addressed that can only be done during the work week-work hours. Every year this issue is revisited and denied. As a result, we have lost many valuable employees to other law enforcement agencies who provide flextime. I certainly hope

that in the near future our administration will listen to the voice of their employees and grant this option. Thank you.

- To not have to worry about the care and/or expense of child/elder care would most likely increase work production. It possible telecommuting would not only increase work production but also cut fuel cost and pollution. It would, however, have to be someone who is responsible and trustworthy.
- Flexible work hours and part-time professional work should be an option regardless of family obligations. People have other interests that should be considered other than family responsibilities in choosing whether to work part or full-time. For instance, many people I know are considering a second career or career change.
- With the time crunch that nearly all working Americans experience, it may be time to adopt a work week that is a little less than 40 hours as many European countries have done. Credit hours where extra hours worked during a pay period can be banked for future time off would make life much easier. The federal government already offers this benefit with limitations to maximum number of hours accumulated. I like unpaid leave no questions asked. (That's not the case with the federal government.)
- I come from academia (PH.D former university professor) and left academia because the work was basically 24/7. While I enjoy my current position, I am 1) extremely concerned that the County does not promote a variety of work arrangements that give employees greater flexibility to take care of family responsibilities; 2) stunned by the lack of resources the County has invested in day care facilities for County employees (I am reassured somewhat by the plans for a facility in the new building but believe that the waiting list will be horrendous). The bottom line is that the County could and can be more progressive and proactive in promoting job sharing and flexible hours for employees with children and elder care responsibilities. To NOT do so would indicate a callous and BACKWARDS mentality.
- I would find it beneficial to care for family members if more tele-working opportunities were offered.
- If the job fits the profile, I feel telecommuting would be very beneficial. Cost of living raises would make it possible for parents to count on their pay going up when their rent or child care goes up. Without making it financially, there is no room left for the child to experience any of the extra things in the world. Sometimes it's hard to keep a gallon of milk in the refrigerator, let alone food to pack a lunch for the kids while at day care. Oh, yeah, then we have to pay the mortgage or rent; what about power, and on and on. For a night out to the movies, one has to save for a month or two just to go to the movie! Don't even mention a vacation. What about family sick leave, why can't we use it for sick leaves without filling out a report from the doctor? Don't you trust us?? When my family is sick, I have to use my personal leave and get a doctor's note so there is no way I will ever have time saved up for a vacation. Talk about extra stress! I thought sick leave was for that purpose - sick leave and personal leave used for just that - personal leave. If we don't get pre-approval it counts against us and we don't have a chance for a raise next time there are raises. Do we even get raises here? I was told we did and haven't gotten one yet and I'm a pretty good employee with good reviews. I hope you take the time to read this not that it will matter. I'm glad though I have had the chance to express my opinion I just hope it's taken under advisement.
- A child care center would not solve the problem. Ability to job share or work part-time or being encouraged to telecommute would be VERY helpful. More quality time with my family is what I desire not having my child closer to home or work so I can work even MORE hours . . . Please explore other options besides just a child care center. Besides, how realistic is it to have a child care center for ALL County employees' children in only one or two locations? And how can the County afford more than one or two?
- It would be helpful to have care available that is flexible in regards to hours and days. Sometimes I'll need to take a day off during the week for flextime but will be charged for the day anyway. It would be nice to only have to pay for the hours actually used. Also if it is close to the workplace anywhere downtown, I could see my child

every day for lunch and thus have greater peace of mind, as well as having some contact with my child at some point during each day. This would make me more relaxed as well as my child.

- Though these issues do not currently affect me, I believe that the County should pursue job-sharing, flexible schedules, additional child/elder care options, and other programs to allow employees to balance work/family issues. This will make the County a more attractive employer and help employees be more productive while at work by reducing outside stressors. Additionally consideration should be given to offering domestic partner benefits (partners and live-in family members) for a specifically defined population. Again, this can make the County a more attractive employer and competitive with other area employers in the search for quality dedicated employees.
- Some questions did not include responses for "don't know" or "possibly." Other questions did not address related issues, such as having a spouse not working to care for child and how that affects finances and child care issues. Some of the issues discussed in this survey and other suggestions were brought to my employer's attention; he was not receptive to other possibilities. For any program to work, management and related agencies will have to be more open and responsive to flexible schedules and working environments. At the present time, this is not likely to happen. Many former employees expressed regret that the management was unwilling to explore options already available. I found this to be true. I asked to telecommute for a short period, which was ideal for my job. My supervisor's response was that management does not support telecommuting and it was incompatible with the office. As a result, I lost \$2,000 in lost time.

Thank you

- Thanks!
- Thanks for asking.
- Thanks for caring!
- Thank you for your interest.
- Thank you for the opportunity to input.
- Thanks for conducting this survey.
- Our children would most likely be the County's future employees.
- I hope this can become a reality. This is something that we really need.
- Thank you for conducting this survey. It is very much needed.
- My children are older now. They are 12 and 16 but I started working full-time again when the youngest was 5. I know what it's like to stress about child care and leaving your sick child home by themselves because an important project is due. I've also missed many award ceremonies. It's great you are tackling this very important issue for both today's and future parents.
- The facilities for children of County workers would be great and helpful. Thanks for your time.
- I have considered applying for jobs with the City of Phoenix simply because of this child care and sick child care programs. They also offer more flexibility as far as work schedules.

I do not currently have children; however, I am a firm believer in planning ahead. The choices that are made today will affect my future. I totally support parents and elderly caregivers and hope that Maricopa County will as well. Let's protect our future as well as our past.

- I am fortunate to have had understanding supervisors when I have had to take time to assist my daughter when she nearly died giving birth. I am fortunate to have had understanding supervisors when my mother was dying and we needed to care for her. I am fortunate to have an understanding supervisor who realizes that I am the secondary caretaker for my father and must take time away sometimes from work to attend him when my older sister cannot. FMLA has been a Godsend to employees. The County could do more to ensure that all supervisors in the County understand the type problems that this survey is seeking information about.
- I think it's about time the County look into something as beneficial as providing child care for employees. There are so many of us who would participate. It would relieve a lot of stress. Perhaps we could take turns taking care of each other children. I, for one, would volunteer a workday to assist. Thank you.
- This sounds like a very useful program. My daughter is an adult and my parents have long ago passed on, so I don't expect to need these services myself but you never know what may happen. I appreciate that the County is looking into making jobs more livable.
- This is a very worthwhile survey and of extreme importance for those who care for children or the incapacitated of any age. One never knows when such a burden may arise in life. It is commendable that Maricopa County government is taking this interest on behalf of their employees. I was glad to participate in the survey.
- Thank you for conducting this survey. These issues will affect most of us at some point and it is good to know that our employer is planning a response.
- Although I do not have the responsibility of a child or an aging relative at this time in my life, there is nothing to say that within the near future I will not. For my own confidence and reassurance I would like to see more programs like this implemented by the County. Family should always be first and foremost in a person's life. Maricopa County should support understand and encourage this attitude for its employees.
- Thank you for this survey. I think these are important issues that do affect many people's work lives.
- I think it's great that the County is addressing this. I only wish this survey was completed sooner. I have dealt with child care issues for 20 years. Now that my children are teens and adults this is no longer an issue for me.
- I do not know what the future will bring to us but hope that Maricopa County will implement assistance in both child care and elder care. I am pleased to see this survey as I know that you are at least aware that these situations exist. Last, I hope that at some point and time Maricopa County will address the insurance issues. I would love to see a survey of this magnitude to address Maricopa County employee medical insurance needs.
- FMLA has been a Godsend to employees. The County could do more to ensure that all supervisors in the County understand the type problems that this survey is seeking information about. Our children will most likely be the County's future employees.
- The facilities for children of County workers would be great and helpful. Thanks for your time.
- I have considered applying for jobs with the City of Phoenix simply because of this child care and sick child care programs. They also offer more flexibility as far as work schedules.
- Thank you for taking the time to inquire about our families and their needs. It is very much appreciated.
- Thank you for caring about us, the MC employees and our families.
- I think your interest in providing the above services is excellent and would benefit the employees tremendously. I currently don't have major concerns with these issues but in the past I had many difficult times finding care and managing to balance the needs of my family. I applaud you for your efforts in this direction.

- I do not have any of the above responsibilities but would like to see the help and convenience of a facility close to work for those employees that do. I believe this would prevent a loss of time and attention from their responsibilities on the job and make for happier healthier and more relaxed employees. They would enjoy the time at work more.
- Thank you for the survey. I did notice that throughout the questions you are not able but once to state that your partner is at home. My wife is at home and cares for our child, which makes a big difference in the answer pattern. A good day-care facility may give my wife the opportunity to seek part-time employment. Thank you.
- It would be very nice if we had a day care center for our children. Thank you.
- I think that it would be great for the County to provide child care. I think that you would see a big burden lifted off of many parents dealing with child care outside the home.
- I am pleased that the County is looking into this. Although I do not have child or adult care issues myself (later may have elder care issues) this indicates more of an interest in the welfare of employees, which is encouraging. The County will recruit and retain higher quality people as a result.
- Thank you for taking time on this issue.
- Most concerns above have now and then occurred. They probably will increase in the future. Thanks for addressing this issue. A friend.
- I think on-site or near-site child care would be great.
- I am past my child care years but I had children during my working years and dealt with child care issues. I am in support of child care availability at the work place. This would have been a great help for me during those years. I believe it would still be a great help to me with my coworkers benefiting. Thank you for your interest!!!!!!
- Even though I don't personally need these services, I'm very pleased that Maricopa County through this survey is possibly going to consider employee's who do need them. In our "advanced" society, it is confounding to know how far behind America is on family issues.
- I feel this is a great survey and I hope it is acted upon. My son will be entering the first grade this fall and my needs for day care for him are growing smaller. It would be nice in the summertime if child care were available through the County as he is certainly not old enough to be home all alone. I would like to have some type of on-site care for the summer. Thanks for giving me the opportunity to participate in this survey.
- Although I do not currently have child or elder care issues, I do believe that these are important employee issues and encourage the County to get involved by providing benefits in this area.
- A child care facility that opened at 5:00 AM and was close to my work site would reduce any stress and worries that I have. Thank you for taking the time to give this survey.
- Even though it doesn't apply to me, I think what you are offering is a great employee benefit. I think, too, it must not get "out of control" with more and more demands. This plan would also help minimize the extra traffic during rush hour. I have never married, have no children, and my last parent died one year ago but still, it is a good benefit even if the employees pay a reasonable cost for the service.
- Child care issues are important to me since this may affect me in the future. I would feel more comfortable knowing that my employer provides assistance if the need arises.

I find some surveys unnecessary but this one was a much-needed one. I know that elder care, as well as child care, have a big impact on our job performance. Thank you for asking!

- I am pleased that Maricopa County is concerned about elder care for its employees' families.
- Although I don't have any of these needs at this time, it would be nice to have the facilities available to enable people to bring their children or elder's to.
- Although this program will not be helpful to me at this point in time due to my children's ages, I think it is a wonderful idea and hope it is successful. I would have loved to have this as an on-going program/benefit when my children were younger. Thanks.
- The area of the County that I work in (MCLTCP) has many young staff members and many have quit their jobs over the past two years because of child care issues. Thank you for taking the time to look into this issue.
- I think it would be great if you could implement this program for all the working moms we have employed here. When I had small children, this wasn't available to me so if you could implement it would be greatly appreciated by a lot of moms.
- I think this is a VERY important issue and it is very good that Maricopa County is finally looking into this. I'm sure most people feel the way I do in that family is my #1 priority. If my child/dependent is being cared for in a safe and loving environment, I can concentrate on my job better and be more effective on the job. If the cost can be subsidized in some way, that would be even better.
- I am not in a position to need child care on a regular basis but if when my children were younger and child care was an issue, it would have been great to have a child care, backup/sick child care. Subsidizing child care would be wonderful for all employees.
- A child/elder care program is a great idea!
- I think that it is good that you are concerned for the well being of the employee's children and older family members! Not many jobs show big interests in those kinds of things! Great job! Your employee.
- It's wonderful that you wish to be responsive to these serious issues. Thank you.
- Thank you for doing this. I used to have small children and I had to leave them home alone because I could not afford child care. I even had CPS called on me once. It turned out ok but it was frustrating. I was a good parent, I just could not afford expensive child care.
- I work for the Chandler District in medical eligibility and up to now my supervisors and team leaders have been very caring, supportive and understanding. I feel I have been very fortunate.
- I think that consideration for child care assistance by Maricopa County is a very good idea. I'm very interested in most of the topics I responded to within this survey. After school and summer programs, along with care for children who may suffer from being ill, are all big topics in my household.
- This is a great idea! I don't know anybody whose work comes before family. I am interested in this program not because I will be able to use it but because I am facing my "golden years" and retirement pretty soon. I will be on the other end. I don't expect you to help my children (who do not work for the County) to take care of me but maybe then again if David Smith continues to look at progressive alternatives to make the County # 1 maybe this could be the next step. Congratulations, Mr. Smith, you are a forward thinking person and care about your employees!
- I am sure the elder care will become an issue at some point. Also, it would be helpful if my co-workers had more child care choices – I wouldn't have to cover for them as much!

- I believe that child care in the work place is very important. Not only would children be closer to their parent if something were to happen but it would be closer at the end of the day. Time with your children is very important even if it is in the car on the way home.
- I am very glad to hear that Maricopa County is considering elder care and child care options for it's employees. That is exciting news! Thanks!
- Thanks for looking into this.

Miscellaneous

- Additionally, consideration should be given to offering domestic partner benefits (partners and live-in family members) for a specifically defined population. Again this can make the County a more attractive employer and competitive with other area employers in the search for quality dedicated employees.
- This is a very long time in coming. I know this issue was addressed in the late 1980's by the Clerk of Superior Court's Office but was not pursued. My child will be going to school in a couple of years. This type of day care would be nice. I would bring my child to this type of facility only if it were a day care/preschool type environment. I do not want day care only type services. For the number of hours a child is typically in day care the facility should be assisting parents in the child's development and readiness for school. As a single parent who cannot depend on child support from my son's father, the cost is another major factor for me. It would have to be comparable to what I currently pay. I would like to know whether or not this type of service would be done by contract or if the County plans on hiring these employees. Part of the big problem with public day care is the reliability and continuing teacher/child relationship. During my experiences with public day care facilities, the teachers are here today and gone tomorrow. A County facility with County employees and benefits may bring a little more stability to the program. Contracting with a private agency will bring the uncertainty that goes along with these facilities. If it is a contracted facility, will it be of service to parents that work for the County or will it also be open to others? I see this as a huge endeavor. Here are a few issues that I would like to see addressed: Will this service be open to all County employees or low-income single parents? Will it be opened all at once or a phased in? Will there be waiting lists? How big will the facility be? How big will the classrooms be? What will the student/teacher ratio be? Will there be both day care and sick care facilities? Will there always be room in the sick care facility? If it is a day care/ preschool type environment, will the teachers be certified or at least certified as an early childhood development specialist? Criminal background checks? Licensed with DES? Walk-in policy for parents with badge/key access to the facility? Will the cost include meals? 24-hour care facility? Payroll deduction for fees? No fees associated for day care when employees take PTO days and do not use the service? Insurance to pay for costs associated with accidents at the facility? Would this insurance cover deductibles and charges not paid by the employees' insurance that are normally picked up by the employee? Would employees with children still be able to car/van pool to work? Bilingual teachers available? Web camera access to the classrooms via the EBC (this could be an additional cost for those who want this)? I would love to be involved in any focus groups that are done on this issue. Please feel free to contact me. Natalie Gilstrap, 602-506-4861.

I think that if the County decides to have a day care program and adult care program, it would benefit those with and without those responsibilities. For those with a child or a disabled adult, it would, I think, be easier on them and for those without, it would be good to know that these programs exist just in case they attain one of these responsibilities in the future.

we are way underpaid, yet you turn your backs on what should really be done resulting in people leaving the County for better pay and better benefits. I like working here I just want to get the benefits we deserve instead of seeing more NEW positions being made up for specific employee's that make way for them to get big raises and or make more chiefs or directors. Come on, Maricopa County, let's do the right thing on this one and not look stupid. Thanks, a faithful Maricopa County Employee. I know this one will not get shown to anyone but that's what we have come to expect. No one wants to hear the truth.

- If child care services are provided at no or reduced cost to employees with children, then those employees without children are in essence footing the bill for this care without receiving any benefit. This is unfair to those employees without children. If a person chooses to have a child then they, and not the government or their employer, should take responsibility for that child.
- Although I have not found day care issues to affect my job, I do find that many of my male co-workers have certain preconceived notions about me working - especially while I was pregnant. In addition to inappropriate comments about my continuing to work (which is a choice and not something I have to do), I often hear comments with regard to how hard I work and that I should be home with my family, etc., etc. I enjoy my current position and find it offensive that my choice to work is questioned as if I cannot be a good mother and a good worker.
- I no longer have children at home but when my daughter was young, child care was a prime consideration. Several years ago my Mother lived with me and as she developed Alzheimer's the care issues were huge. Since she passed away, I have tried to work with others in the same situation. When employees face these two care issues it is always on their mind throughout the day. If we can find a way to provide day care for the children and assist with the elderly, I guarantee we can attract and keep employees. It will also improve their performance. Financial benefits are necessary and motivating for our employees but peace of mind with these two care issues outweigh by far anything else we could do to attract and keep young parents. They are the heart and soul of the workforce.
- I'm afraid I won't be much help - I neither have, nor will ever have children, and my parents are not all that old. None of my immediate co-workers have children either.
- Your survey does not appear to contemplate a scenario wherein the wife stays home with the kids. Mine does. I would never put kids in a day care.
- I have not considered quitting as have to have the income to continue. I enjoy my work and doing my job. It just gets difficult trying to take time off to do special necessary things for the family members and keep it smooth at work. My desk has the workload for 40-hour week and it is best if I would be allowed to put the 40 hours in on my desk. Inability comes from not being here 40 hours a week. Thanks for the interest this survey shows.
- Although basically my child rearing duties are over, I strongly support programs to support child care and elder care in our organization.
- I am not sure this survey has clearly written statements. By this, I mean it can apply to just about any situation and then again it could not. There should have been a section after each question where there was a comment box for those who needed explain a situation or had to mark more than two boxes that applied. The survey is not representative, according to my point of view.
- Although I DO NOT currently have any child or elder care issues at two different times in my career I have had both. Working full-time and caring for children or a terminally ill parent were difficult challenges in and of themselves. But these types of responsibilities also take a toll in many other areas. If you are in a position where you must work in order for you and/or your children to survive - your options to this point have been minimal. Although leave without pay is a great option, as a single parent it would not have been any type of resource

whatsoever - then or now. Understanding supervisors, flextime, alternative work sites (i.e. home), and alternative work schedules are all critically important resolutions to meeting both genuine child care and elder care responsibilities. With increases in the areas of population, child care costs, current percentage of baby boomers over the age of 50, elder care costs and decreases in social service resources (financial and other), employers need to address these important family issues before they negatively impact the workplace (atmosphere, attitudes, productivity, workload, burnout, budgetary issues, employee turnover, managers, and co-workers).

- Explanations of answers to above questions. My supervisor's superior's methods of support and management have been critical to my caring for my mother. Because of his ability and willingness to arrange a schedule and a set of priorities that works best for both me and our division, I have not yet had to consider leaving my job with the County to care for my parents. My parents pay for all their own medical and daily needs. However, they need my assistance in processing the paperwork for their financial health care provision and certain personal business management. Currently, I pay only for my transportation (and lodging and meals on weekends). The transportation cost is a considerable amount because I must drive to Pinal County every day (a 90+ miles daily commute) to care for my mother. I do not believe that I am too stressed. However, my co-workers, friends and family might disagree and rate me as being "frequently stressed." I am not certain about the hours per week spent (at work) caring for my mother. I would imagine that this could be comprised of telecommunications that average 15 minutes per day.
- I have two grandchildren under 8 years and I serve as a back-up for my daughter who works long hours...I anticipate having to assist my 77-year-old aunt when her health begins to deteriorate
- I may in the future have the responsibilities enumerated. I would like to be kept informed.
- I think that this was a great idea even though our jobs are an important part of our lives, family is more important.
- No kids; no elder care. Would like to see a payout for those who get no financial benefit from these employer paid services.
- Child care/elder care options are needed by County employees. Day care is a program that should have been developed years ago.
- Observation of co-worker with family issues: Job duties are of a sharing nature. These actions affect work, attitude and performance, as well as are very disturbing to the working environment. Co-worker continuously on the telephone during County work time to take care of family issues; whether it was health related or personal fun time (creating invitations cards, organizing entertainment, arguments with spouse over child issues, socializing with friends to catch up on what's been going on in their life - etc.) Even though I don't have children at this time, I filled in the survey as to how it would have helped me when I had children and worked full-time. I didn't have too many child care problems which others have because of a supportive spouse (working a different shift) who helped tremendously in driving and picking up the children or taking them to the doctor in time of illness.
- I believe it would be beneficial to aid employees in the care of elder and children. I understand there is a pretax program offered through the County, yet my day care costs more than the amount and if I use the pretax dollar program is not as much as a savings as using the tax credit. I nursed my son for the first year and I came back at 6 weeks. It would have been nice to have a transition period to allow for more bonding. I have a very understanding and supportive supervisor who allowed me the time to pump. Had that not been the case I would not have been able to continue nursing.
- I would like for our employer to support our family needs coming first by incorporating some things to make finding quality child care a much less stressful process. On-site child care at our work location would be the closest thing to being at home with them. Being able to spend lunch hours and breaks with my child would help

reassure me that he is safe and happy. I would probably be more productive while working because I wouldn't be worrying about him. Child care expenses are outrageous and it makes me question if I'm working only to pay for that care. We will soon have two children to think about and the concern level has increased. I often think about quitting just to avoid the conflicts.

- We need a 4-day workweek, that being 4-10's. Life would be so much better. Morale would greatly improve. It would not cost the County a cent for a 4-day workweek. Productivity would not decrease.
- I am the supervisor of a very busy WIC clinic. I have 15 employees and 13 of them have the need to take time off at least monthly and at the most two times weekly for child or elder care needs. Thank you for addressing this issue. Job share or part-time work would definitely benefit this job site.
- I think that the benefits offered by Maricopa County are wonderful. Individual supervisors do not always offer, or give you, the attention needed. It has a lot to do with favoritism.
- This survey is a bit late for me. I'm about to retire. Would have been great when I had five children at home. The one employee that does cause strain in the office due to self and family illness, school activities is the Human Resources liaison. Thus, her work does suffer tremendously and employees are made to seek assistance elsewhere because she comes to work at the most 16 hours of a 40-hour week every week without fail. Question: how can she take so much time off and still receive paid time off. You would think she would have exhausted PTO FML etc. by now.
- On the question concerning Mariflex for child care there was not an option which said " I am familiar with Mariflex but my children are old enough that I cannot use Mariflex for their care."
- I'm 25, yet your survey question 2 doesn't have an option for someone who is 25. I'm not "Under 25" and I'm not "26-25."
- We have a very volatile department director who will support you publicly - but will throw it in your face in private. This is very disconcerting to say the least.
- At present my youngest children are now 14 and 15 years old and my elderly father has passed away after having cared for him in our home for over four years. Where were you and your survey or concern when I needed it? I'm sure the results from this survey will go nowhere. The County is not truly interested in its employees or their families.
- I hope that the time I spent filling this out will be put to good use and that I will soon hear of the results.
- Increase the wages for the workers (non doctors, nurses, administrators) so they can afford to take care of their families better.
- While these are very important considerations, I would also like to comment that the availability of long-term care insurance is also important. As nursing and retirement centers go out of business because of decreasing Medicare reimbursements, the only way we baby boomers will be able to protect ourselves is to provide for this eventuality through long-term care/nursing insurance. This will affect all of us, not just employees with children and elderly to care for! Thank you.
- There were many years when I was a full-time working mother of two children from newborns on up to teenagers. It was a nightmare trying to co-ordinate dependable child care especially when they had a cold or some minor ailment. When they got really sick I couldn't be away from the children so obviously my work performance suffered and my job was neglected. It was a very stressful time, as I had no other option but to work full-time. For while I was a single mother, that was even worse because by then they were adolescents and needed more supervision than I was able to provide due to my work schedule. They were too old for sitters yet I didn't want them to have too much time alone. Now I have just one teenager at home I work full-time because I

provide our health insurance. Again, I am faced with countless doctor appointments for the two of us, therapy, school activities, leaving her without supervision too much. Just because they are teenagers doesn't mean that parenting is over you really have to step up and take more responsibility for them and spend more time with them so that they don't go astray. I wish I could work part-time with pro-rated benefits and have a more flexible work schedule. Anything that the County could provide for parents of children or elderly family members would relieve a lot of burden and stress from us and we'll perform much better at our jobs and be more reliable.

- I find it difficult to fit in normal preventative self-care (dentist, eye doctor, well woman's care, and physical) and acute and chronic care (asthma) into my schedule because these appointments are always during work hours. I have noticed that my managers seem to be more understanding of an employee with a sick child or parent than an employee with a chronic illness themselves. I am not sure why this is but it sure is true. They do not offer flextime options to accommodate these appointments. I participate in Mariflex for health care expenses and it is a very good benefit for employees.
- My child is now 16 years old. However, I could have used some help in prior years. I still need some flexibility due to situations that come up with him at 16 though. Also, my husband has a chronic illness that may in the future need my time and support in upcoming years. Both sets of our parents have already passed away. However, being a manager, I run into both situations (both child and elder) all the time. I can tell you when the hospital offered sick child care to its employees, things went a lot better. As everyone knows when a child is sick, day care will not take them. Plus, there are a lot of times when child care wants the child to be on a medicine for 24 hours before returning there, even with no symptoms. So, sick child care made a huge difference for me with my own child and for some of my employees. But employees are out, it seems, more for sick children than for sickness of their own. Employees have also had to take time off for sick parents - usually out of town.
- While I am sympathetic to the problems of child care and elder care, fortunately they are not my problems. If the County decides to offer special arrangements for these problems, I would hope that something be offered to those who are unable or uninterested in participating in these creative arrangements. It would be a positive recruitment vehicle if these two financial incentives were made known to job applicants before they were hired.
- I have had responsibility for a grandchild for the past seven years. This stopped last August. If I still had him, I would have responded that all the questions in #17 were a problem. Reliable care with appropriate hours is difficult to find.
- I feel within MIHS that the pay needs to be increased and we need to push to hire qualified people. At Sunnyslope, our front desk people are often subjected to verbal abuse from patients and families. They are not paid enough. We have a high psych population and several shelters. As a nurse, my ability to properly take care of my patients is compromised by our patient load, which is increasing. It is especially hard when we are short staffed which occurs quite often. Our MAs work hard and they aren't paid enough either. We don't have enough room in the clinic for some doctors and both nurses to have a private place to make calls. Confidentiality is really hard to maintain. Due to the increase in our OB patients we need to have ultrasound here in the clinic.
- Supervisors are very insensitive to needs of employees; they only worry about themselves; we need a little bit of empathy from them.
- Classes or seminars similar to the information that the Arizona State Retirement System teaches in its retirement seminars would be very helpful in preparing for the many issues faced in elder care. A class given by an attorney who deals with estate issue and information about sources for elder care assistance would be extremely helpful.
- Although I do not have need for these services at this time, I see the need for them. I'm sure there are co-workers that would greatly benefit from having on-site or close by, subsidized or discounted, child care. Perhaps this could be a benefit option that one could pay for out of their check, like the other benefits offered. I could see

how that would help improve morale if parents who need to use child care could drop their kids off there on the way to work, then could visit them on breaks and at lunch.

- I was uncertain on question 14. There is always a possibility that I could be at least partially responsible for a child(ren) under age 13 and, if so, convenient day care close by my workplace would be VERY helpful. Even though there are no children in my household at this time, I just glanced over the questions in the child care part of the survey and would answer very likely to enroll children in question 26. On question 14, about two years ago I considered quitting my job or going part-time to help care for a brother who was very ill but another family member helped out. This option would have been very helpful then.
- I was confused about working less hours for a lesser salary. Did it mean your hourly would be less if you work part-time for personal reasons? Or did it mean you would rather get paid for 24 hours at the same pay instead of 40 hours at the same pay to meet personal needs? In favor of temporary part-time at same pay. Want grandkids to be raised by family not child care. Share in child care with parents.
- Stress about keeping my desk current and doing several days work all in one day
- Child care at this time is not a major issue. With the child having ADHD it is somewhat an issue since at times. He is home alone but in that event it is usual no more than 5-10 min from after school and an older step-brother getting home from school
- I think that Maricopa County should have more pay increases and cost of living increases.
- This survey seems useless to me since I work for the County attorney who is completely opposed to most of the things you ask about and has no interest in the morale of his employees.
- I would like to comp time reinstated.
- I had difficulty answering some questions because I was not sure whether I was supposed to only speak for my situation now or project for the future.
- Elder care should be as much a priority as child care.
- Both child care and elder care opportunities and support systems are critical. Employees should not ever have to make the choice about caring for family physically and emotionally OR caring for them financially. It should be possible to do both, within reason, without compromising either the job or the family. Thanks for looking into this.
- Although I don't have any child care or elder care issues at this time, I do realize that a number of my co-workers do and I believe that putting a program into place will benefit this office. I know this office often loses valuable employees over these issues and the office would benefit from working with them in order to retain them rather than letting them leave because they feel they have no choice.
- From other woman working here, I know good child care is important. A parent needs to be able to get to child when they are sick or hurt.
- I provide periodic back-up to sibling who is a primary caregiver. The same applies to my partner. What would be beneficial would be FML time allowed for care provided to in-laws as it is usually important that both the employee and his/her partners be together when assisting the primary caregiver and disabled elder adult.
- Presently my situation is not difficult; however, it may become more serious in the next 1 to 5 years.
- Although I currently do not have children personally, I think it would be beneficial for the County to have child care available to the employees. Every little bit helps. Not to mention that if the facilities were either at the job site or relatively close by one would be able to spend more time with their children. I have not looked in to child care but, not only can it be expensive, finding a quality facility near the Durango Complex may be difficult.

- I have recently had to take on this responsibility to care for my mother and am seeking assistance in doing this.
- I believe all employees would benefit from a program for child and adult care. It is very difficult to come to work and there are co-workers' children in the work area. Even if the children are in a break room or other room, they continually come into the work area and are looking for their mom. There are times that an employee has been allowed to work late hours or come in during the night and make up time and they bring their kids only to find in the morning, our computers have been tampered with, sticky desk tops and items removed and placed in other areas of our work area. Currently exceptions to rules and regulations and policies and procedures seem to be for the co-workers with children or for the care of their elderly. However, the exceptions are not always for everyone. I do not feel that children should be in the work area. A program would be beneficial. Care for the elderly - a program would also be beneficial - too many workers are gone for days and the rest of us have to pick up the slack week to week.
- I have been working for Maricopa County 25 years. I started May of 1976 and in 1985 working for Facilities Management, I requested a leave of absence to care for my terminally ill mother. I was denied. I transferred to Maricopa Medical Center straight across so I wouldn't lose any time invested. I worked there 1 year and 2 months. Working, taking care of my family, and caring for my mother got to be too much, so, again, I asked for a leave of absence and was denied. I did what I thought was best. I quit working to take care of my mom. I stayed home till she passed away. After she passed away (10 months later) I returned to work. I came back to work for Facilities Management. There was no position available. I had to start at the bottom and worked on call for 2 years and 4 months. I'm very happy I've had the opportunity to tell my story. Hope it helps in some way. Also, it's good to know my input is important, even though I have no children at home or elder or disabled adult to care for. I'm glad to see programs like these put in place - FML, FMLA, Mariflex, etc.
- If I had any children and or an elder to take care of I would be concerned about my work load-if I became too over loaded that could take a toll on me at the homefront and at work. It would also be important to me to spend sufficient time in order to give proper care. This all means having a flexible schedule and supervisor that understands. If need be, I would go to part-time to take care of either. Though I would expect to get a half-way decent wage. Also, if I were to be working full-time, personal time off and such I would hope would be paid. In order for me to work full-time, a day care facility near work or in the work place would be nice. This way I would be close and maybe this would cut down on day care expenses. These days it is expensive and not knowing the people that are taking care of the children is a big problem. At least if the care providers were hired through the County an extensive background check could be done and if something happened they could be questioned easily.
- I used to have child care problems but all my children are adults and I strongly urge for some kind of child care program.
- I highly recommend that the County provide some form of child care as well as care for the elderly.
- My child is grown; however, when I was raising him it would have been very helpful to have close facilities for him plus a workable/understanding supervisor. I did have problems when he was ill...I still HAD to work. My mother does live alone and if she did need assistance, it would be difficult for me to provide other than communication by phone. My son lives in the same small town and she does have support from her friends. She is still very active in the community and church and helpful to those who do not drive. My brother is in a better situation as he is retired and lives closer. If something would happen where I needed services this survey is suggesting providing it would be most helpful.
- The Arizona Department of Health Services gives each employee a specific number of hours just for sick leave. This may be used for either the employee or any sick family members and is separate from and in addition to

personal leave time. The FML program just doesn't cut it for days when you need a few hours or a couple of days off. I find this objectionable.

- I do not believe that overtime should ever be mandatory. I feel that I, as an individual employee, should be the one to decide if I will work overtime when it is offered. It has only been within the recent past that I have seen this choice done away with in many cases. At the same time, I do not think that it is the employer's responsibility to provide child care for employees. I feel that is the responsibility of the employee.
- Our unit allows self-scheduling which seems to be an important priority for all involved. I quite possibly would change jobs if this were not an option. In fact, this has kept me from accepting offered job opportunities elsewhere in the past.
- You are a little too late for me. My daughter is now 21 years olds but when she was a toddler she was in my employer's on-site day care center where she received excellent care. The center also had a special sick kids area with medical care for routine health problems. The Public Health Department was next door and their doctors and nurses would come in to check on the kids. This was very important because I would not have left her in a day care when she was sick if I was not 100% sure of the quality of care.
- I think that we should not limit the child care to just Maricopa employees. If we subsidize out to local companies around us they can pay the higher cost, which, in return, would give the County employees a break.
- Financial input from me is not actual supplementation of funds but the management of funds. Education in money management of parental funds to their benefit would be extremely helpful. At this point, I am particularly interested in educating myself on assisting the elderly. My mother is still independent but I can see both physical and mental health unraveling before my eyes. I don't know how to approach some of these health issues especially the mental aspect. I also would be interested in books/groups/counseling for the caregiver - how to handle stress, guilt and fear.
- I feel that there should be more understanding and support for County workers who do have and live in these situations with children and elderly.
- I am a supervisor with direct reports who have elder care/adult care and child care responsibilities. I also look forward to having responsibility for an elder partner at some future time. I am concerned for my direct reports, as well as concerns for future responsibilities I will have. Although I do not face these problems today -- the future is uncertain. I am hopeful that those who do have such responsibilities are responsive to this survey and that these concerns can be addressed. I am very pleased that my employer has such foresight.
- I think it would be beneficial to have some questions for those who currently don't have children at home. There should be questions that are either phrased "when your children were young" or "if you had children". I say this because very few of these questions applied to me because our son is grown. However, if he were still a child, I would have answered many of these questions differently. Also, I'd like to add that even though on occasion my work is impacted because a co-worker has to leave to care for a child or elder person, I wouldn't want it any other way. I certainly took my turn at having to do the same. And whether or not you have small children or an elder dependant if you're married, you may have to leave at some point in time (hopefully not) due to an accident or health situation with your spouse.
- If MIHS could assist with child care, it would help to alleviate most of my stress. In my situation, I would be able to eat lunch instead of commuting between work, child's school, and day care that does not provide transportation. Round trip I travel 25 miles everyday on my lunch hour.
- Some of the terms used in the survey are ambiguous and the choices are poor. I believe that our employees need help in child care. However, I feel that your survey is very poorly designed and will only provide slanted statistical data that favors child care.

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- My wife quit her job as a Phoenix Police Officer due to child care related issues... I almost quit mine first due to her income being at a higher level than mine. We cut our household income by \$60,000 per year for these reasons.
 - This survey will not change the availability of help for County employees. The main help would be fulfilling the promises of the sheriff to raise the civilian employees' salaries to an acceptable level instead of sending all of us to jobs elsewhere. With no raises and increasing health care costs, we have been put into a close to poverty level...hardly something of which we can be proud.
 - I notice while answering some of the questions, I hope you realize that child/elder care comes in many forms. I hope this survey will include other relatives, including if the child is in your care. The reason I state this is because my nieces/nephews were denied medical/health coverage because I only had temporary custody, not full custody or guardianship. If this was to apply the same as the health/life insurance then this will not benefit me as an employee of Maricopa. It would be more stress added to my situation.
 - At present, my spouse, who is semi-retired, cares for my 10-year-old grandchild, so the workload is fairly evenly distributed and if one cannot do something, the other one can. But I have the added burden of my spouse, who is in fragile health. He is a diabetic who has had 1/2 of one foot amputated and all but two toes amputated on the other plus cardiac problems. This is a greater stressor than caring for my granddaughter who is very mature. So the understanding of my employer and supervisors is very important to me. So far this is occurring and I have a very supportive environment but the worry is always there of what happens if that support is no longer there!
 - I work opposite hours of my husband in order to have no child care issues.
 - Considering the ineptitude of the County management of the library it is unlikely I would leave my children in the care of the same organization. The problems are top down and bottom up. David Smith really ought to get a clue as to the venal, nasty environment he is allowing Harry Courtright to create and start a responsible program of management. The tail wagging the dog runs this organization. What kind of day care could you provide that was at the whim of toddlers!!!! Wake up.
 - Why is the income question added to this survey? Will child care/elderly care only be available to lower income families?
 - In working at the Southeast Facility as a detective, I find that the hours are somewhat flexible which is even more apparent with an outstanding supervisor who considers family first and foremost and has always been supportive. If I were to consider necessary benefits, I would like to see proper equipment, time and staff to professionally perform the jobs and tasks. I despise the searching of paper products, begging for pens to write, paper for the printers and copiers, ink for donated printers in our individual departments, batteries for pagers, cameras and audio tape recorders. These are the requirements by the County Attorneys Office to provide the evidence to crimes while also conducting the business of protecting the people of Maricopa County. The required evidence is a monster by the advancement of technology and we are expected to keep up. Up until recently it was the best I have seen it during the 15 years I have been with the office. I can see where we have been constantly improving in this way. I am glad to be here.
 - I consider myself to be a "tween"- I have children who are of, or nearing, college age so I no longer need child care services but my parents are getting close to the age of potentially needing to be more closely supervised. So I am between ("tween") generations. However, I have had to deal with child care issues in the past and have, at times, given up opportunities and even left full-time positions in order to be with my children. I was fortunate enough to be able to also provide child care services by building my own child care and preschool facility so that I could provide these much needed services to others. I also believe that adult day care is something that needs to be taken very seriously considering that many are facing, or will be facing, this aspect of family care at some time in their lives. It is unfortunate that so many have to compromise their professional lives because of a lack of

understanding on the part of employers. When all is said and done most people will still give up better employment opportunities if they have to choose between caring for family or continuing working for an employer who has no compassion or understanding. The only other concern I would have with this program would be availability to ALL County employees regardless of whether they work in a downtown facility or in one of the satellite areas. Thank you for providing this opportunity to comment on these valuable programs.

Comments about the Survey

- Would like the results of this survey when it is completed.
- Please share aggregate survey results in County publication for informational purposes.
- I saw several flyers posted around the Court center about his survey; however, the flyers did not list where to go to fill it out or who to contact. I had to ask several people and no one knew anything about it. The HR people did not even have any copies of the survey. Most people will not take the time to find out about it as I had to. I hope everyone who is in need of child care was able to fill out this survey and heard about it. Please bring child care to Durango. I am planning to have another child and would love to have my children closer to me. I drive over 60 miles a day to get to work and if my daughter needs me, I have a long way to go to get to her. Not to mention all the other issues.
- I was unable to answer certain questions, such as whether other people's child care needs have negatively impacted me. My family income is none of your business. And I refuse to disclose it. How can this survey be confidential when it is emailed from my computer? I support County recognition that the amount of unpaid overtime we work negatively impacts our personal and family lives. I do not think the County values quality work by its employees and just wants to get by with as little expenditure of taxpayer resources as possible as long as the lack of quality service does not receive undue media attention. I find the County's inquiry into elder and child case issues somewhat hypocritical in light of the lack of resources/personnel available for County employees to do their work.
- There were no questions regarding adult children living at home. Why do you need the zip code and family income?
- I think that we ALL, those of us who are not upper management who already make way too much money, need a raise. If you spent half the money on your employees that you have spent on this survey we would all be happier!
- Question 14 did not cover all proposed problems, i.e: if my daughter (heaven forbid) died I would then be responsible for one child under 16 and another child under 13. None of the child issue questions fits this dilemma or future possibility - which should be prepared for and hopefully never used.
- Some of the questions do not include people who care for their own children. Example is #13 f.
- I think this is a good survey and I hope it will be effective toward getting programs set up to help employees work more effectively and improve their family situations. I would have liked to see more follow-up questions for people who are planning to have children in the next 5 years since they have many of the same concerns as those who already have children.

FMLA and Related Programs

- The County attorneys office is neither flexible nor considerate of one's personal needs. We receive no sick time and it is pathetically included in our "personal" leave, which is so little that one can barely take a vacation. And

this sick time can only be used if one is ill over three days. Who really needs three days off when he/she has a flu or cold? Most people need one day and shouldn't have to use personal time to stay at home sick. FMLA is a joke because it has such strict rules that one rarely can access it. An employee accrues all those hours and ought to be able to use the hours however one chooses-when the hours are used up, one is out of luck. The County desperately needs to re-evaluate its paid leave package. It would also make a difference if supervisors would be flexible with flexing hours and or shifts but they are not. One has to take personal time for even the smallest amount of time missed when it would be much more employee friendly and sensible to allow one to come in early or stay late to flex the amount of time missed. Significant hours missed should come out of personal time but a few hours here and there can be flexed. The County appears extremely rigid and uptight when it comes to an area that could greatly improve the working conditions of its employees.

- My workload is affected by the number of people on FMLA (usually maternity leave) and no temporary or other person to handle their workload—therefore, I am expected to do part of their workload in addition to my own. This puts undue stress on the other employees.
- My daughter recently had a baby and because of the difficult birth, she needed help afterwards for her and the baby. I was very disappointed that this situation did not fall under FMLA and I had to use my personal time to take care of them. We had a letter from the doctor stating that she needed help but as she was over 18 years of age this did not qualify for FMLA. My daughter is in the Navy and is stationed in another state from me. I anticipate that at sometime or another I will be needed to care for the grandbaby. Will this be an FMLA qualifying situation? I think that an on-site day care facility for employees is a big benefit to both the employee and company. It should help for many lost works days.
- Rewarding employees for practicing a healthier family lifestyle must be an integral part of child/elder care benefits. I currently have over 2,500 hours of unused FMLA/Sick leave because I practice a healthy lifestyle recommended by the experts (balanced diet & exercise schedule). If I retired today the compensation from Maricopa County for my unused FML/Sick leave caused by taking excellent care of myself, which lowered use of sick leave and increased my work productivity is \$3,000. Under present State law, if I was employed by the State of Arizona, compensation for my 2,500 hours of unused FMLA/Sick leave upon retirement would be about \$23,160 paid out over three years. The adoption by Maricopa County of the State FMLA/Sick leave compensation plan would encourage County employees to take better care of themselves and their family members. The benefit for Maricopa County is a decrease in both medical insurance premiums and use of sick leave plus an increase in employee productivity.
- This is an important topic, indeed; however, this survey does not define what is a legitimate child or elder. For example, Maricopa County's Family Medical Leave (FMLA) limits what they consider eligible "family" members when a serious illness occurs. Currently Maricopa County does not permit domestic partners (same or opposite sex) for health benefits, etc. It appears it would follow that a child or elder care needs of a domestic partner of a Maricopa County employee would not be eligible as well. This is a shame since the reality is that the Maricopa employee is expending time energy and money to support the needs of the household. It does affect the employee's work and workplace. I hope your study will consider this possibility even if it is not considered legitimate and invisible on paper. Maricopa County must first take the appropriate steps to include all types of families like so many other government jurisdictions and top companies to include domestic partners. Usually I am proud to talk about the County; however, this is one area the County has not taken a leadership role and is disappointing.

Comments from Employees without Dependent Care Concerns

- Even though these two issues do not directly affect me at the current time, they deserve due consideration since many of my co-workers have children and/or adults to care for and are affected.

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- While I do not currently have any responsibilities towards the care of small children or elderly persons, I do think the benefit is of great importance.
 - Even though I do not have any children at this time, I think providing child care for the employees would be met with a great deal of appreciation. I feel that our employer should give us the benefit of providing child care because I know I wouldn't be able to name anyone that would be capable of caring for my children. It would be nice to have a center close to work so we could spend on our lunch for example with our kids especially the younger ones.
 - Thank you for this opportunity to speak my mind. I understand the frustration of dealing with personal and family issues while working full-time. I have health problems of my own. However, I also feel that people need to handle these situations as much as possible without putting them on someone else's back. I have been listening to reports in the media and have some personal experience with companies that providing day care and special time off for people with child care issues. In my experience some of the staff really abused the benefits - and others (myself included) eventually became hostile to the programs, the people and, ultimately, the company management. In one instance, money ear-marked for raises went instead to pay higher insurance rates for the daycare center. I am already in personal disagreement with a couple of "selective" benefits available to some County employees who have "families"...The County already spends more "employee cost dollars" for medical insurance benefits for these staff members. My own feeling is that single employees should receive the difference in real pay for the cost per employee incurred for the employee with a spouse and children; given an otherwise equal rate of pay. When I chose to have the more expensive insurance plan for myself, I agreed to pay additional premiums. Meanwhile, the person who sits next to me can insure her entire family (another whole adult, two teenagers and a baby) - for practically nothing. How can that be right? I will never understand that reasoning, although earnest and interested people have tried to explain the program to me. Now I am being asked to say if I think it would be a good idea for MORE employee cost dollars to be spent where I have no opportunity to benefit. I can't work more hours and participate; I can't work harder, smarter or better and participate. I can only participate if I adopt a child or my mother gets too ill to care for herself and I need her kept in an "elder-care facility" so I can work. If you add more "special recipient benefits" to employee costs then there will only be a smaller piece of pie left for the rest of us. Yes, I know I sound like Scrooge - but the pie is only so big, right?. I strongly believe that the trend of employers to add benefits based on situations that are the consequence of personal life-style decisions (as in how many children to have) are wrong. Wrong and eventually detrimental to the organization. Children and elderly persons are lawsuits just waiting to happen. All it takes is one complaint of neglect or abuse (from any quarter) to start a firestorm that can never extinguished. Wouldn't it be better to just offer a special benefit account for each employee? It could be something like the Flexible Spending Accounts offered in the Federal Cafeteria Plans- except the County could fund it. Start each year with a specific dollar amount available for each employee based perhaps on a pro-rata basis according to pay rates grades and seniority. Then let the employee choose to spend it on pre-approved items like tuition repayment, textbooks, upgraded insurance premiums for the employee or a family member (maintaining the individual employee's base HMO external to the program), care for an ill family member, etc. But if the account was not all spent at the end of the year - let the employee have the balance as a bonus. (Deferred-income IRA Pension whatever.) When an employer treats some employees differently than others in the matter of benefits available, rates of pay, or time off - based on factors other than work performed merit and seniority - then I believe it is a return to sad, bad, old-management decision making. The kind of thinking process that gave us all the reality of "a family-man has to make more money for doing the very same job as the unmarried female because HE has mouths to feed and a mortgage to pay! Thank you again for taking the time to ask and to listen. I am sure that my thoughts will not be with the majority but I do appreciate the platform from which to deliver a minority opinion. Lois Yanke. I am prepared to be the lone nay-sayer but you did ask us to be honest and this is how I feel.
 - I understand that child care is very important for many of my co-workers. I think having a child care program would be beneficial for many County employees. However, I do not have children and don't plan on having

children. I strongly disagree with providing a child care program if the costs of the program will be at the expense of pay raises (whether openly stated or stated behind closed doors)! I do not want the child care program to be a subsidy to those people with children at the expense of everyone's potential salary increases.

- While I appreciate the need for parents to be responsive to their children's' needs, I do not think it is appropriate for parents to bring children to their place of work and try to care for them in their offices. I am also troubled with the concept of employers subsidizing the cost/availability of child care for employees.
- I have no children because at this time that is my CHOICE. I feel it is unfair for people to be allowed to leave early because they have to attend this and that for their children. I understand that sometimes it's a must; however, I believe people take advantage of the situation and oftentimes use their children as their scapegoats. I've seen people come to work late because they had to take their child to school. I don't believe that should be accepted as an excuse. No, I don't have children and I am able to get to work on time but, again, whose choice was it to have the children. Not mine. Why should I have to do someone else's work because they chose a different path in life. They had the same opportunity to choose not to have children as I did. I would love to be able to leave early to attend a baseball, football or basketball game but instead I save my time for things like illness, emergencies, and the like. Some planned vacations but not an everyday baseball outing.
- I'm very concerned that the County would adopt programs that in the long run would favor a select group of people. If people choose to have children then they should choose to provide for them. When government spending is excessive and taxes are tight...it doesn't seem right or proper to ask other people to bear the burden of providing services for children that are not theirs and that they have had no say in the decision made to have them. Government \$\$\$ are best spent securing services that are necessary; ie. Police and Fire Services, Health, Education, Highways.
- I feel as this program has its place but like most so called benefits it does nothing for people like myself. If you are a working single or couple with no dependents and adult enough to control your personal life and work life so they don't interfere with each other, the County offers nothing more than retirement, a pay check and barely adequate Medical Insurance. The County does a very good job in supporting employees that have what I consider to be personal needs but at the same time persons like myself suffer since monies that could have gone to increase my salary go for PROGRAMS I will never be able to take advantage of. Instead of giving out benefits such as this one why not look at what is called a paid benefits package where each employee receives a set amount of monies in addition to their pay to be used for family support benefits such as this. In doing this you permit people like myself to actually see a benefit in an increased monthly income. As things are set up now, I feel as though I get nothing since I am a professional that takes care of my personal life and work life so the two don't cause problems. Thank You for your time. Jerry Zeeman.
- For others, this is probably very important.
- I can tell by the way you structured this survey that you will draw your own self-serving conclusions. I am especially aware of the preponderance of County "benefits" allotted and I believe this is good but the truth remains simply that I can't eat, live in, or drive your "benefits." Few, if any, are applicable or even needed. I need a better living wage commensurate with my education skills and experience that is competitive with others in the United States. This is where the County continually fails. Shove your "benefits." Start allotting some of the very stuff of which this country is made of to the best benefit....CASH.
- I would like to see Maricopa County initiate a program that includes unmarried partners in committed long-term relationships.